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FORMAL PLANNING AND REPORTING SYSTEM: PROCEDURAL MANUAL

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U.S. ENVIRONMENTAL PROTECTION AGENCY

FORMAL PLANNING
AND
REPORTING SYSTEM

PROCEDURAL MANUAL

OFFICE OF RESOURCES MANAGEMENT

FEBRUARY 8, 1973

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FOREWORD

The Formal Planning and Reporting System (FPRS) herein described is EPA's Planning-Programming-Budgeting-System effort for FY 1974. Its precursor, the Program Planning and Resources Management System, has been expanded to include strategic planning, reporting, and formulation of the President's budget.

FPRS stresses the identification of and commitment to program output as well as its monitoring and reporting. Adequate attention continues to be given to resource (input) management and control. The output and reporting orientation of the system will contribute greatly toward providing a firm management foundation for EPA's decentralization. Through FPRS, Headquarters will communicate strategy and objectives to the Regions; and the Regions will commit to program output in return for resources. Headquarters will be able to monitor commitments through the reporting mechanism of the system.

This FPRS Procedural Manual supersedes the Procedural Manual (Volume I) issued last year for the Program Planning and Resources Management System. Volume II (Appendices) of the PPRMS Manual is to be used in conjunction with the FPRS Procedural Manual. Volume III (Program Element Definitions) may be used also.

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Deputy Assistant Administrator
for Resources Management

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I. INTRODUCTION

Introduction and Executive Summary

This section is designed to present a summary of the system and the responsibilities of key line managers in a brief form that a busy manager should have time to read.

Key Characteristics of the System:

1. The system is an output-oriented system. Output orientation is the underlying theme that runs throughout the entire system. The system tries to focus our attention on getting our most important tasks done. It tries to relate those tasks to our ultimate environmental protection and quality of life objectives to make sure they are the right tasks. It tries to remove some of the customary emphasis from resources (inputs). Resources are to be obtained in return for a commitment to output and a major effort is focused on following up on the commitments to make sure they are kept. The system does, of course, contain adequate safeguards to ensure that our resources are spent within the legal constraints of our appropriations and authorizations.

2. The System Provides for Three Types of Plans:

a. An Agency strategy will be developed for each media. These strategies are essentially long-term strategic plans. The system is designed to use the strategies as the basis for resource allocation and program guidance decisions.

b. Accomplishment plans will be prepared for major mid-term goals that cut across organizational lines. Water Basin Accomplishment Plans (which will become State 303 (e) Plans) and State Air Implementation Plans (SIPs) will be prepared for our major air and water abatement goals; these should be joint plans that guide both Federal and State activities. Accomplishment plans will be prepared for the development of standards and regulations, and for certain special activities (e.g., the Eutrophication Control Program) designated by the Administrator. These plans will be prepared as required and updated whenever circumstances demand.

c. Program plans will be prepared annually as a basis for committing Agency managers to a satisfactory level of output and for allocating Agency resources. These plans will be prepared at a level of aggregation higher than the program element, and this level of aggregation will serve as the vehicle for resource allocation and output accountability.

3. Sweeping resource allocation changes, when needed, will be made over a period of time in response to the Agency strategy for each media. The major incremental changes in our resource allocation will be based on the strategies and will be made in the fall of the year during the formulation of the President's budget. These allocations will be fine-tuned during the spring, the fine-tuning limited by the restrictions we expect the appropriations committees to place on us. The system tries to give each line manager maximum flexibility to allocate resources internal

to his own organization as necessary to achieve his output commitments. While retaining the program element structure for accounting purposes, the system provides for Agency level decision-making and control on resource allocations at a higher level of aggregation.

4. The system is hopefully reasonably efficient in providing adequate coordination among the various organizations which have to do planning at a reasonable minimum of paperwork. For example:

a. Strategy documents will be prepared by program Assistant Administrators with adequate input from the regions and other Assistant Administrators. Strategies will be examined annually and updated only as circumstances require.

b. Accomplishment plans are really developed as parts of other processes, and they are used in this system to ensure the integration of all planning processes. SIP's and 303 (e) Plans are prepared with States, and their use in this system ensures the integration of Federal and State action. Accomplishment plans for standards and regulations are the development plans called for by EPA Order 1000.6. Once prepared, all these plans are updated only as circumstances require.

c. Guidance to regions will be largely on a task basis, rather than on a program element basis. The September 14 guidance memorandum from OAWP/OEGC on air implementation is a good example of what we have in mind. Such guidance is more integrated organizationally, is output-oriented, and is less detailed than dealing at the program element level.

d. Regions can develop their annual program plan in conjunction with the State program planning process. The timing for program plan

development (early spring) should permit this. Even where precise coordination is not possible, both regional and State program plans should be driven by the same basic 303 (e) Plans and SIP's,and therefore should stay reasonably well in step.

e. The Spring review of program plans will afford an opportunity for both Assistant Administrators and Regional Administrators to present and defend their proposals to the PPRG*.

f. We will not attempt to use the planning and reporting system to evaluate the efficiency of operations in any detail (for example, determining the number of man-weeks it takes to process a construction grant). Differences among regions and Headquarters offices make the figures we get unreliable. Rather, we expect to use on-site visits to come to grips with any problems we have in the efficient use of resources.

5. The management reporting system will have two principal thrusts. Reports that are as quantitative as possible will be prepared on the progress in meeting ambient air standards and priority basin water standards. These reports will be based on progress in carrying out the SIP's and the 303 (e) Plans. In addition, a management by objectives type system will cover the key accomplishments of the annual program plans throughout the Agency.

Schedule:

The full schedule for the coming planning cycle is shown in Appendix A. The key dates are: February 16, receipt by RPIO's (AA's

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*The PPRG consists of the Deputy Administrator, the Assistant Administrators and sometimes the Administrator.

and RA's) of program planning guidance and resource targets; March 30 AA's, April 13 RA's - program plans due from RPIO's; April 27 --May 11, RA's and AA's make personal presentations to PPRG; May 25, final Administrator/Deputy Administrator decisions on program plans. Management intends to be firm about meeting the schedule.

Responsibilities of Key Managers:

Assistant Administrators: The most important responsibilities of the Assistant Administrators are:

--participation in the development of the Agency Strategies,

--participation in the development of operating guidance either as a lead office or as a support office,

--development of a subordinate program planning system to ensure that the program planning needs of his Headquarters program are met,

--development of program plans (output commitments and ontarget resource allocations) for his organization,

--personal presentation of those plans to the PPRG,

--review of proposed Regional program plans in his area of responsibility to make sure that 1) they conform to the strategy and 2) that the level of output promised is reasonable given the resources available,

--as a member of the PPRG, active participation in the top management face-to-face review of the other AA's and the RA's plans,

--preparation of program element resource allocation for his own line organization,

--reporting of progress against plan for his own line organization to the Administrator/Deputy Administrator using the monthly status reviews,

--on a monthly basis, review of regional reports of progress against plan in areas of his NPM re ponsibility; reporting of key problems on an exception basis to Administrator/ Deputy Administrator using monthly status reviews,

--conduct of in-depth, on-site review of regional programs in areas of his NPM responsibility, and

--Assistant Administrator, Office of Air and Water Programs only--summarization and presentation of quarterly reports on SIP's, PBAP's to Administrator/Deputy Administrator.

Regional Administrators: The most important responsibilities of the Regional Administrators in this system are:

--development of a subordinate program planning system to ensure that the internal program planning needs of their regions are met,

--development of program plans (output commitments and on-target resource allocations) for the region,

--personal presentation of these plans to the PPRG,

--preparation of program element resource allocations for the region,

--reporting of progress against plan for the region,

--forwarding State reports on SIP's and 303(e) along with appropriate analyses to Headquarters,

--taking required follow-up action with the States on deficiencies shown by SIP and 303(e) reports, and

--providing input on changes in resource allocations that should be made in formulating the President's budget.

Conceptual Basis for Output Measurement

The management of EPA is committed to operating EPA as a decentralized organization. It is convinced that a decentralized organization will most effectively implement our programs.

In order to make decentralization work, both Headquarters and the regions have responsibilities that must be met. Stated very plainly, Headquarters must define the job to be done and the regions must do it. In EPA we seem to understand these functions and are trying to carry them out. There is, however, another aspect of our joint responsibilities that we sometimes forget; the responsibility to communicate effectively. Headquarters must communicate its objectives and strategy to the regions; the regions must show Headquarters they understand the strategy and are getting the job done.

The first part of the communication need is obvious. How can the regions carry out the strategy if they don't know what it is? (Note: This suggests that where there is a failure to implement a policy, one of the first questions Headquarters should ask is whether it was effectively communicated.)

Part of the need for feedback from the regions is clear. There are some problems that arise that can only be solved by Headquarters action, e.g., the modification of unworkable regulations. However, there is another need for the feedback from the regions that requires an understanding of the human psychology involved. Headquarters management is under both external and internal personal pressure to get our environmental job done. To live with these pressures on them, Headquarters management must have confidence that the regions, which are responsibile for doing the job, understand what it is and are getting it done. In the absence of such confidence, Headquarters management is likely to gradually impose greater and greater amounts of specific operational control on the regions telling them explicitly how to do things as well as the level of resources to use. A formal planning and reporting system that obtains commitments to specific outputs and reports progress and problems in a timely fashion should give this necessary confidence in our organization, which is too large and too geographically separated for the confidence to develop on an informal basis. A successful output-oriented planning and reporting system is, therefore, an important tool in preserving our decentralization and making it work.

In order to make an output-oriented system work, we must understand its limitations. The difficulty with output-oriented systems is that it is impossible to precisely measure the ultimate output sought. We must use proxies for that ultimate output. Output-oriented systems are commonly used in private industry and work relatively well because profit is a good proxy for the ultimate output of a private concern. It is more difficult to use an output-oriented system in the Government because our measures are generally not as good proxies for our ultimate public welfare output as profit is for the private firm. In EPA we are fortunate that the proxies we have available to us are better measures of our ultimate output than are available to most government agencies. We can measure ambient air and water quality; we can measure reduction in effluents. Table 1 shows our hierarchy to output goals and measures, and how they relate to our ultimate goal.

An important implication of the fact that our output measures are just proxies for our ultimate output is that they cannot be used as the final measure for making decisions. Whether we are setting strategies, allocating resources, or evaluating performance, the output measures are merely the starting point. They tell the manager where to look; they identify probable problems. They must not be used as substitutes for personal contact among the managers and for individual understanding of actual conditions. Failure to understand this fundamental principle is what can delude managers to winning wars on paper based on misleading "body counts."

TABLE 1

HIERARCHY OF OUTPUT GOALS AND MEASURES

GOAL	MEASURE	COMMENT
1. Clean Environment; maximization of quality of life.	No measure possible	EPA's ultimate objective; the equivalent of the maximization of long-term profits for a private company. A subjective mixture of protection of public health, protection of ecological systems, protection of aesthetic values, prevention of economic damage by pollution, and minimization of cost and inconvenience.
2. Achievement of ambient standards (ambient air standards & water quality standards)	Ambient air and water quality, e.g., dissolve oxygen, SO_x concentration	Value of proxies for ultimate goal depends on quality of standards setting effort. Are being measured and reported under SIP's, PBAP's. Not useful as measure of EPA internal performance because subject to too much variation due to uncontrollable causes (e.g., weather). Useful on a several year trend basis for program evaluation purpose
3. Achievement of effluent standards and effluent reduction goals	Pounds of reduction in pollutants	Relationship to achievement of ambient standards not precise and open to debate. Are being measured and reported by SIP's and PBAP's. Can be used on an annual or quarterly basis as a measure of internal EPA performance, although many reduction casused by factors wholly or partly beyond EPA control (e.g., State action, closing of uneconomic plants).
4. Achievement of Functional Objectives	Measures stated in terms of each objective, e.g., number of treatment plant operators trained.	Relationship to achievement of ambient standards or effluent reductions indirect and speculative. Useful as internal performance measures; most clearly related to actions by EPA employees. Will be planned and reported through program plans.

This hierarchy shows that the closer a goal comes to our ultimate goal the harder it is to use it for our internal control system due to difficulties in measurement and in attribution of cause. Conversely those goals which are easiest to use for internal control purposes have a significant potential for being false measures of progress toward our ultimate goal.

II. PLAN DEVELOPMENT AND REVIEW

Agency Strategies

There will be an Agency strategy for each media (e.g., air) and each categorical program (e.g., pesticides). The Agency strategies will be developed through strategy studies and subsequent follow up on issues raised by the strategies. The studies will evaluate the long-term objectives (two to five years) of each program in terms of the substantive environmental problem it is trying to address. They will attempt to define the principal options for strategies for achieving those objectives given the constraints of EPA's legislative mandate and probable general level of resource restrictions.

The primary purpose of the Agency strategies is to give us a strategic framework within which resource allocation and program guidance decisions can be made. They will also provide a rational framework which can be used for the public explanation and defense of our program. Specifically, this year, the strategy studies will provide a framework for the provision of operating guidance for FY 1974, for making readjustments to the current FY 1974 budget, and for making FY 1975 and FY 1976 resource allocations.

We hope that the strategies developed this year will be valid for several years. Strategy studies will be redone on an irregular basis as the old strategies go out of date and the need for new ones arises. The strategy studies will not deal with questions of major redirections in programs that will require new legislation. The mechanism for evaluating proposals for major legislative change will not be part of the Formal Planning and Reporting System.

Operating Guidance

Guidance for the development of the FY 1974 Program Plans will be developed based on the strategy studies. The guidance will be developed on a media (program) basis. All functional areas of a media including research will be covered by the guidance. A single guidance package will be developed for each media covering both the Headquarters and the regions. (For FY 1974 the strictly Headquarters part of the guidance will not be done until after the regional guidance.)

The guidance will replace the program element guidance issued in the FY 1973 cycle. No program element guidance will be issued centrally. Each RPIO* may supplement the guidance with program element guidance for organizations under his line control.

The guidance will specify the nature of the commitment that the RPIO's are expected to make in their program plans. The division of function between the plans and the guidance is that the guidance will identify the kind of output to be achieved while the plans will identify the level of output to be achieved. The guidance will also briefly set forth the program strategy for the forthcoming year, identify the tasks to be performed to achieve the output commitments, and assign organizational responsibility for those tasks.

The guidance package for each program (media) will have three parts: 1) a summary listing just the kinds of outputs to be obtained, 2) a brief narrative describing the operating strategy and tactics to

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*The definition of RPIO has been changed so that only Regional Administrators, Assistant Administrators and the Deputy Administrator now have that status. Allowance Holders are the same as last year.

be followed, and 3) a listing of the tasks needed to achieve each output. Somewhere, probably in the narrative, there should be an indication of the relative priority of the various outputs. This will be very much like the September 14, 1972, OAWP-OEGC Memorandum of Understanding on the air program objectives and responsibilities; the major difference being the addition of the summary to make the outputs stand out more clearly.

The summary part of the operating guidance shall be the Summary Output Guidance Form. This form and the instructions for using it are found in the section of this manual entitled "Forms and Instructions." The narrative shall be kept brief and shall be organized as is appropriate to the circumstances. No form is specified for the listing of the tasks. However, it is suggested that the format used in the September 14 memorandum would be appropriate. Headquarters tasks need to be set forth only to the extent they are required to assure coordination among the Assistant Administrators' offices and to inform the regions of when intermediate outputs they need will become available. Guidance needed by program offices on other task milestones will be supplied by their Assistant Administrator.

All outputs listed in the summary should be ones on which a commitment is expected and which are important enough that routine reporting should be required. Since we are not using the system for detailed evaluation of efficiency, lesser outputs and items useful primarily as indicators of workload should not be included. In formulating the output measures, certain principles should be followed:

1. An objective observer using documentary evidence must be able to tell at the end of the year whether or not the output had been

achieved. For the short-term management reporting and control purposes for which these outputs will be used, outputs requiring subjective evaluation are not useful. For example, improving State capability is an output that would require a subjective evaluation and cannot therefore be used. If this is an important objective of a program, a measurable proxy would have to be found.

2. The total number of outputs to be required should be kept small. We want these outputs to be a basis for reporting and interaction among the Administrator, the Deputy Administrator, the Assistant Administrators, and the Regional Administrators. These are busy men. If the number of outputs is not restricted to a small number that are key to our operations, these men will have neither the time nor the inclination to deal with the reporting on them. If this happens, the system will become exclusively a staff system, and will lose most of its value.

3. In line with the above, we do not expect the outputs to cover all the activities of the organization.

4. Where possible, quantitative outputs are preferred.

5. The outputs should be ones over which EPA has a significant degree of influence. The primary responsibility for achieving some of the outputs will, however, rest with outside organizations, often State governments. This does not remove the utility of the output; it merely means that the appropriate response to failure to achieve it will often be to take action to influence or coerce the State government in question. Such a situation does not lessen the responsibility of the relevant EPA officials to do everything in their power to achieve the output in question.

6. The output should be as meaningful as possible in terms of the ultimate objectives of the program. This principle will frequently conflict with some or all of the above principles. Judgment will have to be used to resolve the conflict.

Both EPA and the States will be producing some of certain outputs. Other EPA outputs will be dependent on certain State actions. In either of these cases where the State action is of critical importance, the Regional Office will be asked to specify the expected level of EPA output as a planning assumption. The operating guidance should indicate where the regions should specify the planning assumption used. Reporting in the "achievement" of the assumption will be required.

FY 1974 Resource Targets

Resource targets for FY 1974 will be issued to each RPIO at the same time as the operating guidance is issued. The Office of Resources Management (AMR) will formulate these targets based on the President's budget and the decisions that were made in formulating it. Resource targets will be issued by appropriation and by budget activity (media/program). The RPIO's will have no flexibility to modify the dollars by appropriation in their ontarget plans. They will have flexibility to modify the dollar targets by budget activity provided that they stay within their total target and provided that they do not vary more than 20% from any budget activity target. The regions will not be permitted to vary from the targets by decision module for program grants and planning grants and these allocations do not count in the total allocation by budget activity when determining the amount of variance from the budget activity target permitted. With certain specified exceptions, RPIO's will be able to modify position targets.

The regional resource targets should be shown on the Regional Resource Targets Form. A copy of this form and the instructions for using it are found in the Section of this manual entitled "Forms and Instructions." A similar format should be used for Headquarters programs.

Program Plans

During the Spring Program Planning Cycle each RPIO will submit a complete program plan including the following items of which the first four are required and the last two are optional:

1. (REQUIRED) A statement of his commitments to specific outputs during the coming year. This will be on the appropriate Accomplishment Commitment Form.

2. (REQUIRED) A Milestone Plan which will permit tracking of progress in achieving the commitments during the fiscal year.

3. (REQUIRED) An on-target allocation of resources to decision modules on the appropriate Resource Allocation Forms. This allocation must be consistent with the total resource targets issued.

4. (REQUIRED) A brief general transmittal memorandum outlining the strategy behind the particular output commitments and resource allocations made.

5. (OPTIONAL) Any target reassignment requests (requests to shift resources within the RPIO's total target between appropriation or budget activities in excess of the percentage shifts allowed in the targets).

6. (OPTIONAL) Any overtarget requests (requests for resources in excess of the RPIO's total target).

Output Commitments: Each RPIO must develop and submit a set of output commitments. In a very real sense the RPIO is being issued his resources in return for his promise to achieve the outputs to which he commits himself. The outputs will consist primarily of functional outputs (shown in Table 1 as the 4th level of proxy for our ultimate objectives).

The program plans must show the level of commitment to the outputs specified in the operating guidance. If the RPIO does not believe he will be able to achieve any of the outputs specified in the guidance, he should specify the level as being zero. The outputs specified in the program plans will be the subject of routine reporting to the Administrator/Deputy Administrator. The RPIO may add output commitments to those specified in the guidance if he feels that he ought to report on them to the Administrator/Deputy Administrator. RPIO's are encouraged to add output requirements only sparingly to avoid excessive reporting at the Administrator/Deputy Administrator level and to keep down the report preparation burden in the RPIO's own staff. The Administrator or Deputy Administrator in approving the program plan will indicate whether or not he accepts an added output as one he wants reporting on. Instead of accepting it, he may approve the output, but say that no routine reporting on it is desired or he may advise against it given the importance of other tasks, or even disapprove it.

Planning assumptions about the level of expected State action should be shown in the program plans in a way similar to the way outputs are shown.

Since we will not attempt to use the planning and reporting system to evaluate the efficiency of operations in any detail all provisions for including lesser output commitments and workload indicators have been dropped. We expect that in some organizations significant amounts of resources will be devoted to work which doe not directly support an output commitment. It is possible that during the "bargaining" over the level of output to be achieved during the review process, an RPIO will have to present some analysis of the work his organization must do on items to which there is no commitment, but it will be less work for all concerned if this is dealt with on an ad hoc basis rather than thrc gh a comprehensive requirement.

The output commitments in the program plans should be developed assuming the level of resources provided in the resource targets at the same time as the operating guidance. Only those shifts among appropriations and budget activities (program/media) that the RPIO has authority to make should be assumed.

For Headquarters programs, the output commitment should be shown on a Headquarters Accomplishment Commitment Form. These forms will be unique to decision modules, so the allocation of funds to the decision module will provide a measure of the resources in relation to the output commitments made. A copy of this form and the instructions for using it are found in the section of this manual entitled "Forms and Instructions."

For Regional programs, the output commitments should be shown on a Regional Accomplishment Commitment Form. These forms will

be unique to programs (budget activities) so that the same form can be used for commitments involving activity from more than one decision module. So that resources can be related to the commitment for analytic purposes, the man-years required for each commitment must be shown. A copy of this form and the instructions for using it are found in the section of this manual entitled "Forms and Instructions.".

The outputs committed to in the program plans are not the only outputs to which a formal commitment is made in the EPA Formal Planning and Reporting System. Various RPIO's will also have commitments under 303(e) Priority Water Basin Plans, State Air Implementation Plans, Accomplishment Plans, and Standard and Regulation Plans developed under EPA Order 1000.6. Since the program plans are comprehensive plans which are formulated in part to justify resource allocations, there must be provisions for including in them these other output commitments. For 303(e) or PBAP plans and the SIP's, EPA's commitment will be reflected in functional outputs promised by the program plans. For example, a commitment may be made to the total number of industrial water discharge permits that the region will issue. The commitment will be to a total number which will include those in the priority basins. In the water area, the regions must also show how the commitments are distributed among the priority basins.

The region must submit a Priority Basin Accomplishment Form. This shows the distribution to priority basins of these output commitments which are relevant to priority basins. The outputs shown should be only the expected EPA outputs not including any State outputs. These commitments should be adequate in combination with realistically expected

State outputs to achieve the pollution abatement commitment promised by the Priority Basin Accomplishment Plan or the 303(e) plan. The purpose of requiring this information is to ensure that the PBAP/303(e) commitments are sound. A copy of this form and the instructions for using it are found in the section of this manual entitled "Forms and Instructions."

Milestone Plans: For every output commitment, the RPIO must submit a Milestone Plan. The purpose of the Milestone Plan is to enable management to track progress in achieving an output commitment. When something is going wrong, it should enable management to discover it in time to take corrective action, or if corrective action is not possible to adjust other activities to the delayed schedule.

The milestones should be shown on the Milestone Plan Form. A copy of this form and the instructions for using it are found in the section of this manual entitled "Forms and Instructions."

Reporting on the milestones will be on a monthly basis. However, there is no requirement that there be a milestone for every month. A minimum of one milestone a quarter is a good rule of thumb, but of course there should be no milestones in those quarters where no significant activity is expected. The primary reason the reporting is monthly rather than quarterly is that we want to be able to report promptly on milestones occurring early in the quarter.

The nature of the milestone will depend on the nature of the output commitment. Where possible completed actions forming part of the output commitment are best. For example, if the output commitment is to get 100 industrial permits processed, milestones promising 15

permits by September 30 and 40 by December 31 would be appropriate. In other cases intermediate steps leading to a final product might be appropriate. For example, if the commitment is to complete a number of 303(e) plans, a milestone promising to complete the necessary monitoring surveys on five basins might be appropriate. Milestones reporting a percentage completion are not a good idea except where the end point is known and progress can be measured quantitatively. Percentage completion reporting without a quantitive basis becomes too subjective. Such milestones will be rejected.

We prefer that the Milestone Plans be submitted with the rest of the program plans. This is not crucial, however, and their submission can be delayed up to two weeks.

The Milestone Plans will normally cover just the fiscal year for which the commitment is being made. However, where special circumstances warrant it they may show milestones in the last two months of the current fiscal year and the first quarter of the next fiscal year.

Where an output shown in the program plan is one for which there is a Development Plan under EPA Order 1000.6 or a Special Accomplishment Plan, the Milestone Plan shown therein is adequate and no new Milestone Plan need be developed or used for program planning purposes.

Resource Allocations: Each RPIO must allocate the resources in his target to the appropriate decision modules. If by some miracle an

RPIO should decide that not all the resources in the target are necessary, he should return the surplus. The sum of the resources allocated must not exceed the targets and the allocations must be consistent with the restrictions placed on our flexibility in resource allocations. There is no flexibility to modify the dollar appropriation targets. The dollar targets by budget activity can be modified provided that the RPIO stays within his total target and does not vary more than 20% from any budget activity target. Where the total resources in a budget activity are small, this rule may be relaxed to allow the level of change to go to the dollars associated with the next highest whole position. The regions may not vary from the targets by decision module for program grants and planning grants, and these decision modules do not count in the total allocation by budget activity when determining the amount of variance from the budget activity target permitted. The regions must stay within the total position target and must observe any specific position allocations indicated as binding constraints in the targets.

The allocation of resources is reported on a series of forms. The basic form is the Resource Allocation Form - Decision Module Level. One of these must be filled out for each decision module by both Headquarters and the regions. It provides an authoritative statement of the resources in each decision module. It also provides certain other information needed for analytic purposes. A copy of this form and the instructions for using it are found in the section of this manual entitled "Forms and Instructions."

This form is in many ways similar to the Program Sub-Element Resources Schedule used last year. We have, however, omitted the projections for future years' resources. These did not prove useful last year. Projections on future years' spending required by OMB or for other purposes will be computed by Resources Management. These projections can then be modified as necessary by program judgment.

The regions will also be required to submit a Regional Resources Allocation by Organization Form showing how the positions in the region are allocated to each Division. The purpose is to assist in the analysis of the regional resource allocations. Since the Regional Divisions are semi-functional in nature, seeing how the resources are to be allocated among them should give a better understanding of what is actually being done. A similar form is not required of Headquarters because the decision modules adequately match the Headquarters organization structure. A copy of the required form and the instructions for using it are found in the section of this manual entitled "Forms and Instructions."

For the regions two summary forms are required, one by media and one by appropriation. The purposes of these forms are 1) to demonstrate that the resource targets have not been violated, and 2) to provide a convenient summary for presentation to management. Headquarters need not use both of these forms because its offices have all or almost all of their resources within a single appropriation. Each Headquarters RPIO should summarize his resource allocations using a format similar

to the regional budget activity (program) summary form. This summarization should demonstrate that the Headquarters RPIO is within his resource target both in total and by appropriation and budget activity.

There are several instances in which resources contained in the target of one RPIO are reissued to another in return for specified services. The water supply abatement and control activities carried out by OR&M for OAWP in the water supply labs is one example. In these cases, the office whose target contains the resources should provide special guidance to the office providing the services and receive back a plan containing specific output commitments. If agreement is reached on this plan and the level of resources to be provided, the resources will be included in the Advice of Allowance issued to the service providing office. If agreement is not reached, the office requesting the service may ask the Deputy Administrator for permission to use the resources to obtain the services by other means.

Agreement in these cases need not be reached by the deadline for submitting program plans although it should be reached well before the start of the fiscal year. The resources involved in such an arrangement whether final or tentative should be noted in a footnote on the program plans submitted by the office which received the target. On the summary, this footnote should merely indicate the dollars and positions involved and which RPIO they are to be transferred to; on the Decision Module Resource Allocation Form they should indicate which office within the other RPIO's organization the resources are going to.

Transmittal Memorandum: The purpose of requiring this general memorandum is to give the RPIO's a chance to explain why they have made the output commitment and resource allocation choices they have. Focusing on a

specific strategic theme(s) in the choices made would be an effective way to present this explanation. There is no requirement on the format or contents of these memoranda other than they be brief enough so the Administrator and/or the Deputy Administrator have time to read 15 of them. For this reason it is strongly suggested that they do not exceed 2,000 words.

Target Reassignment Requests: Target reassignment requests are optional. They are included when an RPIO wants to shift dollars between appropriations or when he wants to shift dollars among budget activities in a way that will change one of the budget activities by more than 20%. Target reassignment requests are made only for resources in the RPIO's total target; they cannot be used to obtain new resources. They are also used when the RPIO wants to shift positions in violation of a target specified as being binding. They are used only in the program planning process. They should be submitted on the Target Reassignment Form. A copy of this form and the instructions for using it are found in the section of this manual entitled "Forms and Instructions."

Overtarget Requests: Each RPIO has the option of submitting overtarget resource requests. This is the way he requests more resources than allocated in his target. Every overtarget request should specify the precise additional resources requested and the additional output that will be obtained through those resources. Overtarget requests should be for outputs of lower priority than those in the ontarget plans. Overtarget requests will be granted only in unusual circumstances because the funds to grant them must come from some other RPIO's target. Planning and Management will analyze possible low priority items to obtain funds to meet overtarget requests; one of the first places they will look will be the ontarget budgets of RPIO's making overtarget requests.

All overtarget requests (if any are made) from an RPIO should be listed on the same Overtarget Request Form. A copy of this form and the instructions for using it are found in the section of this manual entitled "Forms and Instructions." Last year a number of the overtarget requests were quite late and were not properly considered in consequence. RPIO's are warned that overtarget requests which are submitted late run the risk of being rejected without serious consideration.

Planning for the Management Account

Activities funded under the Agency and Regional Management Appropriation and under the Headquarters program management and support decision modules are primarily of an overhead support nature. A minimum level of this support is necessary if we are to achieve the output commitments made in the program areas. These activities themseleves, however, often do not lend themselves readily to formal output commitments and reporting.

Therefore they will receive special treatment in this system. In a few cases important outputs will be identified in the operating guidance. In these cases program plans will be prepared just like any other decision module or budget activity (media/program). Except in these cases, the output commitment portion of the program plans need not be prepared for management activities; the resource schedules will be adequate. Questions relating to the efficiency of the overhead support function and its proper size and focus will be dealt with on a special study basis.

The Deputy Assistant Administrator for Administration will be responsible for ensuring that there are adequate funds to meet mandatory

support costs (building rent, etc.) and for making the necessary overtarget requests if the ontarget funds are inadequate.

In the Agency Management Decision Module for Headquarters, Planning and Management will submit a separate Resource Allocation Form - Decision Module Level for each of its Deputy Assistant Administrator's offices as well as one covering its Assistant Administrator's immediate office and any other activities. A Resource Allocation Form - Decision Module Level will also be prepared for the Administrator's Office and the staff offices reporting to the Administrator. The staff offices reporting to the Administrator will receive additional instructions for their program planning from the Deputy Administrator acting in his capacity as RPIO for the Administrator's office.

Review Process

The Program plans will be distributed to the relevant Headquarters staff offices (all the Assistant Administrators and others). Resources Management will ensure that each RPIO has submitted a plan that does not exceed his total resource target and percentage change limitations. Resources Management will prepare an analysis of whether the target reallocation requests will violate any major budget constraints if all of them are approved.

Each Assistant Administrator and Regional Administrator will give the PPRG a personal presentation outlining his proposed resource allocation and output commitments. It is hoped that the attention at these presentations will focus on the level of output to which a commitment is

being made (e.g., for the resources being used, why can't there be more output?). The traditional issue in reviews of this kind of plan is whether or not enough is being promised, the theory being that the manager making the commitment will want to commit to a little less then he can get done to avoid the embarrassment of failing to achieve the commitment. It is likely, however, that our principal danger may be plans that promise too much. Since we have never had an effective followup on output commitments, there has been no sanction against the manager who promises too much either out of natural optimism or out of hope for more resources. The tendency of over promising should be avoided but we have probably built up a behavior pattern that will not be cured until the organization has had some experience with an effective followup and reporting system.

Each Assistant Administrator will prepare a brief written analysis of the regional plans as they affect his area of NPM staff responsibility. This analysis or a preliminary draft of it should be made available to the RA's before they make their PPRG presentations so that they can be prepared to answer the questions that may be raised.

After the presentations are complete, Planning and Management will prepare a summary analysis indicating a limited number of major options for dealing with the resource allocation problems including overtarget requests and violations of budget constraints. These options should be based as much as possible on the Agency strategies developed as a result of the strategy studies.

Following the formal review and presentation period, the Administrator and Deputy Administrator will have approximately two weeks to reach decisions on the outputs promised by the program plans and resource allocations. This will allow sufficient time for them to request and receive special quickie studies on unclear points and to negotiate individually with managers over output levels.

Program Element Resource Allocations

The current program element structure will be retained, although it has been modified slightly due to the new legislation. Every effort will be made to keep the program element structure and definitions as stable as possible to permit flexibility in changing decision modules without losing the ability to make historical comparisions. Each program element will be assigned to one and only one decision module. After decisions on the allocations of resources to decision modules are made, each RPIO will be asked to allocate his resources to program elements in a manner consistent with those decisions. The allocation to program elements will be submitted on Program Sub-Element Resource Schedule Forms. A copy of this form and the instructions for using it are found in the section of this manual entitled "Forms and Instructions."

The practice of allocating resources to program elements will serve the following purposes:

1. To ensure that legal constraints on resource allocations (especially authorization constraints) are not violated,

2. To provide a basis for the accounting system, including the ability to construct historical data when the decision modules are redefined in the future.

3. To ensure that Agency commitments on expenditure of funds are kept, and

4. To provide the basis for more detailed analysis of expenditure of Agency funds to both internal and external parties.

Planning and Management will approve the proposed allocations to program elements unless:

1. A legal constraint is violated,

2. The approved allocation of resources to the decision modules is violated,

3. An Agency commitment is violated.

The Deputy Assistant Administrator for Resources Management will have the authority to approve or disapprove program element resource allocations except where the reason for disapproval is violation of an Agency commitment or where there is a dispute over how a violation of a legal constraint is to be remedied. Except in this case, the Assistant Administrators will not be given the opportunity to recommend changes in program element resource allocations outside their own line organizations.

Subordinate Planning Systems

The system outlined in this manual provides a broad framework for the total EPA Formal Planning and Reporting System, and establishes those requirements which will be imposed Agency-wide. The specific requirements of the system are designed to serve: 1) the requirements of the Administrator/Deputy Administrator in major decision making and followup,

2) the requirements of Headquarters in managing the decentralized regional organization, and 3) the resource control requirements necessary to keep us legal. These requirements are not expected to serve all the needs of subordinate levels of management. It was felt that these would be better served if each organization developed its own requirements to meet its own needs. Therefore, each RPIO within his own line organization should develop whatever additional specific systems and procedures are necessary to meet his needs and those of his subordinate managers.

These subordinate systems must be consistent with the constraints of the central system. They may not impose requirements on organizations outside those under the line control of the RPIO without the Deputy Administrator's approval (this approval is not required for agreements with support services such as accounting). It is strongly suggested, but not required, that the subordinate systems provide for definite allocations of resources to individual organization units (DAA's, Divisions, Branches). Program elements can be used as devices to allocate resources to individual organization units and this practice is encouraged. As long as the general meaning and the specific authorization identification of the program elements are retained, each RPIO is permitted to more specifically define individual program elements to accommodate his organization. Resources can be organizationally identified and tracked by the accounting system through the use of project identifiers in the account numbers.

The Office of Research and Monitoring already has a subordinate planning system that is consistent with the overall requirements of the

EPA system as herein described. Simplification of the OR&M system, however, would also be consistent with the overall EPA system. OR&M has been given approval to request specifically-defined research, development, and demonstration "Needs" from other RPIO's. The OR&M system relies heavily on these Needs. The "Needs Sponsors" have been designated as the Administrator/Deputy Administrator, the Assistant Administrators, and the Regional Administrators (i.e. the RPIO's). The RPIO's should cooperate with OR&M in providing the Needs statements in the format and on the schedule requested by OR&M. In addition every accomplishment plan and development plan under EPA Order 1000.6 for which there is a requirement for an OR&M effort should include a set of Needs which specify precisely the output which will be needed from OR&M in order to meet the objective specified for the accomplishment plan or development plan. Once the plan has been approved by the Administrator/Deputy Administrator, these Needs will have priority over other OR&M Needs.

Accomplishment Plans

Geographic Plans: There is a serious need for accomplishment plans which set forth the steps that need to be taken to achieve ambient standards in particular geographic localities. Such plans 1) ensure that efforts will be adequate to meet ambient standards, 2) allow for reporting on progress in meeting ambient standards and effluent reduction which are good proxies for our ultimate environmental protection objectives (see Table 1), 3) should result in integration of efforts internal to EPA to achieve environmental objectives, and 4) should be used to integrate EPA and State efforts.

In the Air program the need is met by the State Air Implementation Plans (SIP's). Under the EPA Formal Planning and Reporting System, the combination of the SIP's, the required reports on progress on them, and the EPA program plans are assumed to be adequate to meet the needs for geographic plans and for reporting on meeting the air quality standards. Experience could show that the EPA program plans are inadequate to achieve the needed geographic focus and program integration internal to EPA. If this proves to be true, a special Air Accomplishment Plan focused on EPA's efforts to ensure the successful implementation of the SIP's will be necessary. However, preparation of this plan would be an added burden that we will avoid imposing unless the other plans prove to be inadequate.

In the Water program the need is met by the Priority Basin Accomplishment Plans (PBAP's). The PBAP's are now internal EPA plans. However, using the planning requirements under Sec. 303 (e) of the new Water Act we will cause the PBAP's to evolve into State plans in many ways like the SIP's. The specific changes made in PBAP's include:

1. The PBAP would become explicitly a multi-year plan and would lose its current ties to the EPA fiscal year. It would be revised on an as needed basis rather than on a fiscal year basis.

2. The forms and methodology required will be simplified and focused more on output. This manual was prepared in advance of the final 303 (e) regulations. See those regulations for detailed information on methodology. However the essential elements of the methodology including the requirement that dischargers and their effluents be listed and compared to water quality will be retained. This will be done to ensure 1) basic uniformity and

equality in dealing with the States, and 2) to ensure a minimum quality of product from all 50 States, and 3) to ensure the creation of interim milestones that EPA can use to monitor progress so that problems in State implementation can be corrected before they become major failures.

3. The task of developing the PBAP's will be given to the several States under the requirements of Sec. 303 (e). However, it will be several years before the States complete all the plans under 303 (e). In the interval, the regions will be expected to have or develop PBAP's for our EPA priority basins. Where possible, existing PBAP's will be used. Where PBAP's must be redone or done for the first time, the regions will do them using the forms and methodology required of the States under Sec. 303 (e).

4. The effort to develop an explicit allocation of EPA resources to priority basins has been dropped. Removing explicit resource considerations could produce plans which require more resources than can be realistically obtained. However, for two reasons this should not be a problem. First, the region will know the general level of resources they will have because once we obtain resources to implement the current spate of new legislation, we should enter into a period of relative budget stability. Secondly, the summary of key EPA functional outputs by priority basin being required as part of the program plans would show if the PBAP's required an unrealistic share of EPA's total output. This annual allocation of EPA outputs to EPA priority basins is to be retained even after the States have taken over the function of preparing the plans under Sec. 303 (e).

Development Plans for Standards and Regulations: In accordance with the provisions of EPA Order 1000.6, an accomplishment-type plan called a development plan will be created for standards, regulations, and key external reports (e.g., reports to Congress). These plans will be divorced from the regular program planning cycle and will have an irregular time span. They will cover resource requirements only where appropriate. This will be where 1) more resources are needed than are allocated in the operating plans, 2) where there are trade-offs that have to be made among various standard setting efforts to stay within available resources, or 3) where resources (dollars, positions, or personnel on TDY) are needed from an RPIO other than the one primarily responsible for the standard. Where OR&M resources are needed, the plans should contain a statement of Needs for entry into the OR&M system. These Needs should have priority over other Needs once the development plan is approved.

The development plans are in many ways a more detailed sub-set of the program plans, created because of the importance of standard setting among EPA's functions. The normal program planning process will continue to be the primary means of allocating resources to the standard setting efforts. The program plans will be used as, among other things, a basis for allocating resources. For this reason a summary statement of the standards to be set should be included in the program accomplishment plans.

Special Accomplishment Plans: Special accomplishment plans will be created whenever the Administrator or the Deputy Administrator identify an area of high priority requiring extra personal attention from them and not adequately covered by the program accomplishment plans. These plans will be

divorced from the regular program planning cycle. They will be created on an ad hoc basis as the need for them arises. They will not be tied to the fiscal year, but will have an irregular time span depending on the nature of the problem addressed. Many of the current accomplishment plans fall into this category, but it is expected that most of the current plans will be eliminated by deciding that given their priority the needs for them could be met by the program accomplishment plans. Where the current accomplishment plans have milestones in FY 1974, these should be reflected in the FY 1974 program plans, if the accomplishment plan is not continued. It is expected that in the future the special accomplishment plans will be reserved for special high priority programs which cut across budget and organizational lines. The eutrophication program is a good example of one where a special accomplishment plan will be required.

These plans should identify any special resources required and their source. Where OR&M resources are needed they should contain a statement of needs for entry into the OR&M system. These Needs should have priority once the accomplishment plan is approved.

III. PLAN EXECUTION

Reporting System

The reporting system will have two major facets: 1) the reports on progress on the SIP's and the PBAP's and 2) the reports on progress in achieving the outputs committed to in the Program Plans, Standards and Regulations Development Plans, and Special Accomplishment Plans. There will also be certain more routine reports which will be primarily of an accounting and resource control nature.

SIP's and PBAP's: The reports now required on the SIP's and those being developed on the PBAP's should provide information on progress toward achieving ambient environmental standards. The Assistant Administrator for Air and Water Programs will be responsible for preparing, in consultation with the Assistant Administrator for Enforcement and General Counsel, a quarterly (or semi-annual) summary of these reports for the Administrator/Deputy Administrator. The summary should highlight potential trouble spots in need of further investigation or management action.

Program Plans: Reporting on program plans will be on a monthly basis using the Milestone Plan Forms. An RPIO will submit a report on an output commitment in every month that either a milestone is planned or is achieved. A report will also be submitted when a milestone planned for a previous month has not yet been submitted. To submit a report, the RPIO should take a copy of the original Milestone Plan and fill in the "actual date" and "Problems and Unresolved Issues" columns as is appropriate. The forms should then be sent to the Program Reporting Division, OPM. In the case of regional reporting, the Program Reporting Division will distribute the forms to the relevant NPM's.

The reporting will be monthly and the reports will cover approximately one month. The precise dates on which the reports will be submitted and the precise periods that they cover will not be regularized until we have had time to experiment with operating the system. For the first few reports, the Program Reporting Division will set the dates upon which the reports are due and the period which they are to cover. The RPIO's will be notified two or three weeks ahead of time of the due dates and coverage

periods. The objective in the experimentation period will be to provide the most timely reporting possible for the Administrator/Deputy Administrator.

Where planning assumptions have been made about State outputs, there will be an initial special report after the State program plans have been received (Water Sec. 106 plans) as to whether or not the States have made commitments adequate to meet the planning assumptions. Thereafter reporting on State output will be done through analysis of semi-annual reports from the States and where appropriate as achievement of a milestone needed for an EPA output.

Standards and Regulations Development Plans and Special Accomplishment Plans are now using a form similar to the Milestone Plan Form for reporting purposes. The exact mechanics of reporting on these plans are still in an experimental stage.

There should be no redundant reporting produced by the fact that some of the same output commitments will appear in both Development Plans, Special Accomplishment Plans and Program Plans. Where this happens, reporting under the Development Plan or the Special Accomplishment Plan will be adequate and no reporting is required under the program plan.

Personal Reporting: The monthly status briefing will be a primary forum in which reporting of progress will take place. These briefings will be attended by the Administrator, the Deputy Administrator, the Assistant Administrators, and the Deputy Assistant Administrators. Each Assistant Administrator will be expected to summarize the progress against the Plan on an exception basis for

his own Program and Accomplishment Plans and those of the regional programs for which he has NPM staff responsibility. Reports on progress on the SIP's and PBAP's will be summarized on a quarterly (or semi-annual) basis by the Assistant Administrator for Air and Water Programs in consultation with the Assistant Administrator for Enforcement and General Counsel. The Deputy Administrator might follow up by telephone with the Regional Administrators on key problems that the Assistant Administrators identify in these meetings.

Regional Administrators will be welcome to occasionally attend a monthly status briefing. When a problem in a particular region will be a major item of discussion, that Regional Administrator may be specifically invited to come. We will not, however, use the monthly status briefing as a mechanism for reporting and presentations by the Regional Administrators.

On a regular basis the Deputy Administrator will hold a more in-depth review on progress against plan for both the program plans and the accomplishment plans. The frequency would probably be twice a year although it could vary depending on the need. In the case of the regions, this would probably mean an on-site review by the Deputy Administrator. In the case of Headquarters, this review would take place in the monthly status briefings.

Regional Program Review and Appraisals: It will be the responsibility of the Assistant Administrators to conduct an in-depth review and appraisal of the key regional programs for which they have NPM staff

responsibility. This appraisal should be conducted on-site in the regions by Headquarters staff. Its objectives include: 1) evaluation of the effectiveness and efficiency of the regional contribution to meeting environmental quality objectives, 2) evaluations of conformance to Agency strategy, 3) evaluation of the usefulness in practice of Agency strategy, and 4) identification and communication of successful techniques in solving common problems.

The immediate output of the review would be an appraisal report to both the Assistant Administrator and the Regional Administrator. It would be the function of the Assistant Administrator to bring to the attention of the Administrator and the Deputy Administrator key problems uncovered in these reviews.

Administrative Fund Control

Applicable statutes require that each Agency establish internal procedures for the administrative control of funds. Advices of Allowances represent the principal mechanism for fund control. Advices of Allowances are issued covering:

--New obligational authority under each appropriation,

--Contract authority,

--Carryover funds from the appropriations of prior years,

--Reimbursable accounts,

--Revolving fund accounts, and

--Allocation accounts.

Allowances are derived from the approved program plan and reflect the data being maintained on a current basis in the computer-based Resources Management Information System. Most are issued quarterly, but revisions can be issued as the need occurs and as our apportionment allows.

Revised Allowance Procedures: Changes in the policies and procedures for the issuance of allowances are given below:

1. Level of Central Fund Control - For allowances covering new obligational authority (NOA) under the Research and Development, Abatement and Control, Enforcement, and Agency and Regional Management appropriations, the level of central control has been raised from the sub-element level to the media/program level for the remainder of FY 1973. The level of control for FY 1974 will be the decision module. This will mean that Allowance Holders will

be responsible for controlling obligations so as to remain within the amounts specified by the Allowance for each of the decision modules listed in Appendix D. They will therefore have flexibility to shift funds among program elements which are grouped under the same module. However, exceptions may be made where it is considered necessary to retain control over specified sub-elements. The Office of Resources Management (AMR) is authorized to impose control at the sub-element level when (1) there is a danger that an appropriation authorization constraint may be violated, (2) the Agency has made a firm external commitment to spend funds for a program identified at the sub-element level, or (3) the Administrator determines the need to control particular sub-elements. In these instances, the exception will be specifically noted on the Allowance document.

2. Level of Position Control - The level of control on permanent positions has been changed to the allowance level so as to provide the Allowance Holder more flexibility to shift positions within the ceilings specified by the Allowance document. Here again exceptions for selected sub-elements may be specified by Resources Management and noted on the Allowance document.

3. Issuance of Revised Allowances- All necessary approved revisions to Allowances and related changes to the program plans will be held by AMR and issued at the end of each month. However, the effective date of changes will be the date of AMR approval.

Changes in Plans and Allowances: When an Allowance Holder desires to shift funds between decision modules within the same Allowance, or to shift funds in a manner which affects a program sub-element for which a specific limitation has been established, he will submit a request* for such changes through his Responsible Planning and Implementation Officer (RPIO), if applicable, to AMR. AMR will undertake a coordinated review of the request and make changes in the approved plan and issue revised Allowances if appropriate. When it is necessary to shift resources between non-restricted program sub-elements within a single module, the Allowance Holder may make the change if his RPIO approves. It will be necessary to notify Resources Management of such changes.

Requirements for Submission of Change Requests and Change Notifications: A "Change Request" is a proposal submitted to AMR requesting a change in the approved program plan which would require the issuance of revised Allowances. Change Requests are initiated by an RPIO, who is responsible for its submission to AMR.

A "Change Notification" represents notification to AMR of changes in the approved plan which can be accomplished within the discretion of an Allowance Holder and his RPIO, if different, and which does not require the issuance of a revised Allowance. The submission of Change Notifications is mandatory so that a current program element data base can be maintained to provide resource allocation information below the decision module level. This computerized data base allows us to respond to numerous internal and external requests that must be satisfied.

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* See note on Page 47 regarding "Disaster Financing."

A Change Request will be transmitted by memorandum to AMR fully explaining the programmatic reasons for the Request. A Change Notification should include a footnote which briefly explains the reason why adjustments have been made among sub-elements. All changes for both Change Requests and Change Notifications are to made to the nearest hundred dollars.

In developing Change Requests or effecting changes which involve a Change Notification, one should give full consideration to his desired effective date of the change and also be assured that outstanding commitments are fully covered before transferring funds from a particular account.

Types of Change Requests: Change Requests are classified as to the following types to determine the organizational level at which they will be approved:

1. Type I - Routine requests involving limited resources, having little or no programmatic or budgetary implications, and having the concurrence of all affected parties - Deputy Assistant Administrator for Resources Management.
2. Type II - Requests involving non-Regional resources under the management of a single Assistant Administrator and having significant budgetary and/or programmatic implications - Assistant Administrator for Planning and Management.
3. Type III - Requests for changes in non-Regional resources under the management of two or more Assistant Administrators - Deputy Administrator.

4. Type IV - Requests involving Regional resources and having budgetary or programmatic impact - Deputy Administrator.

AMR Procedures of Review and Approval of Change Requests: Within AMR, Change Requests will be handled in the following manner:

1. Requests will be routed intially to the Budget Operations Division (AMRB) where they will be classified by type of Request, assigned a control number, and reviewed to determine if they present problems with respect to any of the limitations imposed by Congress and OMB.

2. Requests will then be routed to the appropriate analyst in the Program Analysis Division* (AMRR) who will fully evaluate its programmatic implications and make recommendations regarding approval. He will also secure concurrences of Headquarters staff as necessary.

3. Following action by the approving official, the Request will be returned to the Budget Operations Division where a memorandum will be prepared advising the requesting official of the action taken and issuance of revised Allowances will be initiated.

Issuance of Revised Allowances: Revisions to the approved program plan and allowances will be made on a monthly basis with all revisions being issued on or about the end of each month. Change Requests which receive final approval before the 20th of each month or Change Notifications which are received by the Budget Operations Division by that time will be processed so as to be included in the revisions issued at the end of that month. Processing by the Budget Operations Division will include (1)

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*Formerly the Program Review and Reporting Division.

the verification of resources information ivolved in these Changes so that this updated data can be accurately entered into the Resources Management Information System and (2) the issuance of Revised Allowances and supporting documents.

It should be noted that while revised plans and allowances are to be issued on a monthly basis, the effective date of approved Change Requests may vary from the actual issuance of allowances.

Form for Change Requests and Change Notifications: A new form to be used for both Change Requests and Change Notifications is being prepared by AMR. The form and instructions for its completion will be distributed before the start of FY 1974.

Fiscal Responsibility: Allowance Holders are individually responsible for maintaining commitments, obligations and employment within the amounts provided by each Allowance. A non-regional RPIO has a supervisory responsibility of assuring the financial integrity of his subordinate Allowance Holders.

The fiscal status of all Allowance Holders is reviewed on a monthly basis by Resources Management.

If an Allowance Holder is found to be overobligated, the Deputy Assistant Administrator for Resources Management will notify him by letter of the problems and make his recommendations for corrective action. Non-regional RPIO's will receive a copy of the letter also. The Allowance Holder (and his RPIO) must respond in a timely fashion to correct the problems and establish improved controls over the funds in question.

If no response is forthcoming or if the Allowance Holder shows no intention of solving the specific problem, the matter will be referred to the Assistant Administrator for Planning and Management for a second notification. If no response is received or if no intention to solve the problem is evident, the matter will be submitted to the Deputy Administrator for resolution. Hopefully, escalation of such problems will not be necessary. These matters should be handled promptly at the lowest possible level.

If funds must be found to relieve an overobligation, the primary source will be Allowances under the jurisdiction of the same RPIO.

Allowance Holders who continue to have significant problems will have their status and suitability as Allowance Holders reviewed centrally.

Note on Disaster Financing: A special procedure for submitting Change Requests for the EPA Disaster Assistance Program (Program Element 2H5360) was established in OPM's 11-30-72 memo to the Regions on "Disaster Financing." Generally, these Change Requests need not be submitted in advance, and they will be routinely approved by Headquarters in most cases. Please refer to that memo for specific details. Policy will be updated in the forthcoming EPA Disaster Operations Manual, which will be published in June 1973.

IV. FORMULATION OF THE PRESIDENT'S BUDGET

The formulation of EPA's proposal for the President's budget will take place in the fall of the year responsive to the deadlines imposed by the OMB. It will be the process for making any major changes in the resources for various program areas. The process will be a top-down incremental process very closely resembling the process used this fall to formulate the FY 1974 budget proposal. The major difference will be that the development of Agency strategies by the strategy studies should give more strategic direction to the analysis and decision making.

During the summer the Administrator and/or the Deputy Administrator will develop a list of areas in which, based on the strategy studies, the Spring program planning exercise, and their general knowledge of the programs, they suspect changes in resources may be warranted.

In addition each Regional Administrator will submit his list of areas where resource changes may be needed. This regional submission will not be a formal budget-type document, but will merely indicate the direction and possible magnitude of needed changes. The various lists of possible changes will then be explored by the Planning Steering Committee and a list of topics on which special studies are needed developed. Then the responsible Assistant Administrators will do brief special studies in the areas identified and any others in which they feel significant changes may be needed. The studies will identify the consequences of the relevant funding options and relate them to the relevant Agency strategies. Planning and Management will be responsible for

summarizing the various resource options into a few major options for consideration by the PPRG.

Decisions will be stated in terms of changes from a resource base which Planning and Management will identify based on the allocations resulting from the Spring program planning. In addition to the main resource changes discussed by the PPRG, the Assistant Administrators will notify Planning and Management of any desired minor changes between subactivities within their own base program. These will require the approval of the Deputy Administrator.

The formal input from the regions in identifying possible changes needed will not absolve the Assistant Administrators of their NPM responsibility for their programs in the regions.

V. APPENDICES

APPENDIX A

Planning Schedule

The following is the schedule for the FY 1974 Program Planning Cycle:

1. January 8--First draft of Strategy Studies due.

2. February 2--First draft of Operating Guidance due for Agency review.

3. February 9--Decisions on Operating Guidance and Resource Targets.

4. February 16--Formal issuance of Operating Guidance and Resource Targets.

5. March 30--Program Plans due from Headquarters RPIO's.

   April 13--Program Plans due from Regional RPIO's.

   All RPIO's include Accomplishment Commitment Forms, Resource Allocation Forms-Decision Module Level, Resource Summary Forms, Priority Basin Accomplishment Forms, Target Reassignment Requests, Overtarget Requests, and RPIO's transmittal memo.

6. April 13--Milestone Plan Forms due from all RPIO's.

7. April 27--May 11--RPIO's presentations to PPRG.

8. May 11--Final Summary PPRG meeting.

9. May 25--Ruckelshaus/Fri final decisions.

10. June 15--Program Element Resource Allocations due.

11. June 27--Issuance of Formal Approved Resources Operating Plans. End of FY 1974 Planning Cycle.

12. July 13--Deputy Administrator issues list of areas of possible resource changes for FY 1975.

13. August 3--List agreed to after appropriate consultations.

14. August 24--Special studies on FY 1975 possible resource changes due. Further dates would depend on the OMB deadlines.

APPENDIX B

Definitions

Program

A significant, mission oriented, Agency endeavor which fulfills executive or statutory requirements and which includes the principal actions to achieve a desired objective.

Objectives

Goals, results, or output that a decision maker wants to attain through a program.

Planning - Programming - Budgeting System (PPBS)

PPBS is an Executive Branch procedure which is designed to prepare budgets systematically to make them more sensitive in establishing priorities, in selecting among programs, in advanced planning, and in determining program cost effectiveness or benefits.

EPA Program/Budget Structure

The EPA Program Structure is actually a unified program/budget structure which provides the aggregative hierarchy needed to respond to internal and external Planning-Programming-Budgeting System demands. The EPA Program/Budget Structure is shown graphically in Figure 1.

Appropriation

A funding authorization granted through an Act of Congress both to incur obligations and make expenditures in a specified amount.

In the official EPA Program/Budget Structure, Appropriations are the highest level of aggregation; e.g., Research and Development, Abatement and Control, Enforcement, etc.

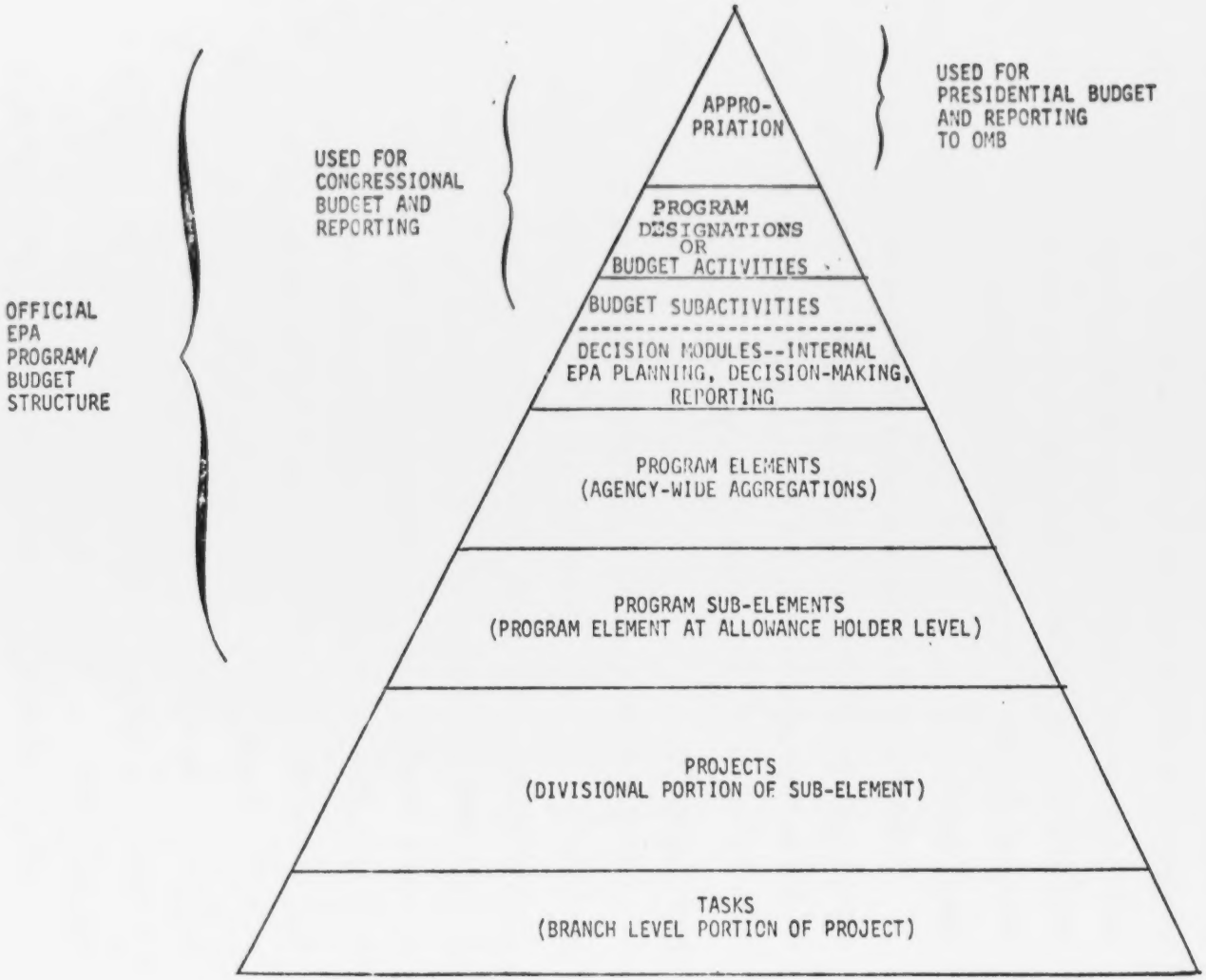

OFFICIAL EPA PROGRAM/ BUDGET STRUCTURE
USED FOR CONGRESSIONAL BUDGET AND REPORTING
USED FOR PRESIDENTIAL BUDGET AND REPORTING TO OMB
APPRO-PRIATION
PROGRAM DESIGNATIONS OR BUDGET ACTIVITIES
BUDGET SUBACTIVITIES
DECISION MODULES--INTERNAL EPA PLANNING, DECISION-MAKING, REPORTING
PROGRAM ELEMENTS (AGENCY-WIDE AGGREGATIONS)
PROGRAM SUB-ELEMENTS (PROGRAM ELEMENT AT ALLOWANCE HOLDER LEVEL)
PROJECTS (DIVISIONAL PORTION OF SUB-ELEMENT)
TASKS (BRANCH LEVEL PORTION OF PROJECT)

Figure 1
EPA PROGRAM/BUDGET STRUCTURE

Budget Activity

A budget classification which specifies a major area of program activity, a subdivision of an appropriation, the second highest level of aggregation in the official EPA Program/Budget Structure. Budget activities are the classical EPA program designations, i.e., air, water quality, water supply, pesticides, solid wastes, noise, radiation, interdisciplinary, program management and support, etc.

Budget Subactivity

A subdivision of a budget activity; the third highest level of aggregation in the official EPA Program/Budget Structure. New subactivities have been adopted for FY 74. A crosswalk of FY 73 subactivities to FY 74 subactivities is given in Appendix H.

Decision Module

Decision modules are being introduced into the EPA Program Structure for FY 1974. They also represent a third highest level of aggregation in the Program Structure when used for internal decision making and control. Decision modules are meaningful groups of program elements to be reviewed as single decision units by the Deputy Administrator and to be used as allocation units by the Office of Resources Management. Each decision module is assigned to a single National Program Manager for policy development, guidance, and coordination. Decision modules and NPM assignments are given in Appendix D. In most cases, decision modules are the same as budget subactivities.

Program Element

A classification within the Program Structure which represents a discrete program activity. Each program element resides wholly within a single Budget subactivity and a single Decision Module. Program elements are listed by Decision Module in Appendix D.

Program Sub-Elements

An organizational subdivision of a program element used by Allowance Holders for planning and financial reporting. A sub-element has the same basic meaning as its parent program element.

Program Element Number

A six-character code which identifies the appropriation, the budget activity/program, the budget subactivity and the program element. The structure of the program element number is shown graphically in Figure 2.

Program Sub-Element Number

An eight-character code which combines the program element number with a two-digit Allowance Holder number. This is also shown in Figure 2.

National Program Managers (NPM's)

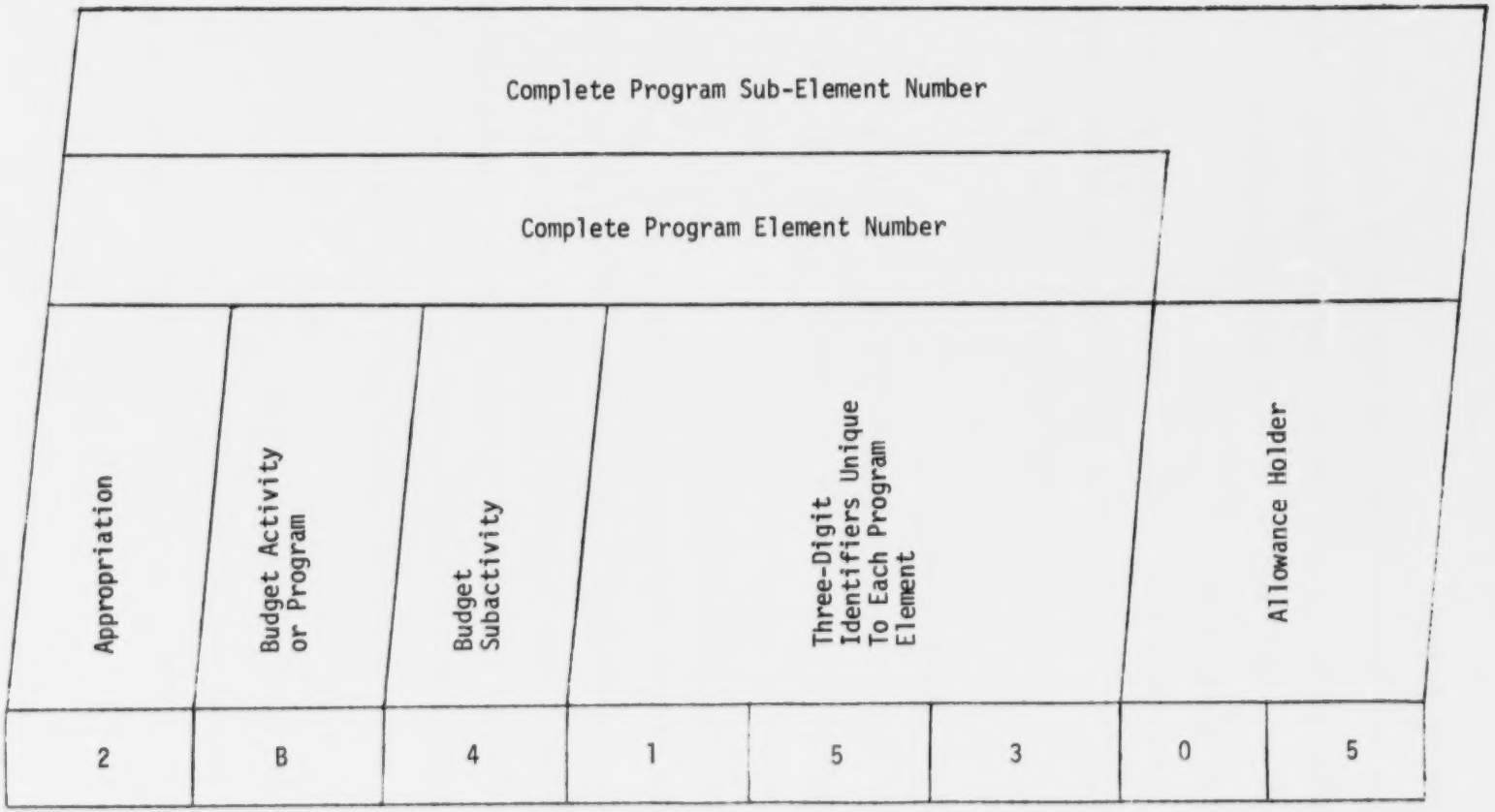
The National Program Managers are the five Assistant Administrators serving as the Administrator's principal advisors in all matters pertaining to their respective functional or program areas, including program policy development, functional management, accountability and monitoring of all assigned Program Areas on an Agencywide basis.

Roles and Responsibilities of NPM's include assisting the Administrator in:

- Designing and establishing policies and strategies for assigned program areas,
- Developing operational guidance for the development of the annual program plans by the RPIO's,

Figure 2

Structure of Program Sub-Element Number



2= Abatement and Control
B= Water Quality
4= Control Agency Support
153= Water Pollution Control Agency Grants
05= Region V

- Reviewing and approving program plans submitted by RPIO's
- Presenting and justifying their area of the Agency's budget request before OMB and the Congress, and
- Providing program guidance for areas outside their jurisdiction.

Program Planning Review Group

This group is chaired by the Deputy Administrator and includes the Assistant Administrators (National Program Managers).

It assists the Administrator in establishing specific Agency objectives, in reviewing and approving the Proposed Program Plans submitted by RPIO's, in making resource allocations, and in formulating EPA's proposal for the President's budget.

Responsible Planning and Implementation Officers (RPIO's)

The Regional Administrators, the Assistant Administrators, and the Deputy Administrator serve as RPIO's over their organizational areas. The Deputy Administrator will serve as an RPIO for the Office of the Administrator.

Roles and responsibilities for RPIO's include:

- Annually preparing a proposed plan in accordance with central guidelines;
- Being responsible for the implementation of assigned areas in the Approved Operating Plan;
- Serving as Allowance Holders and/or directing other officials in their roles as Allowance Holders;
- Providing periodic reports on the status of performance and progress in the implementation of assigned program areas;
- Submitting to headquarters changes to assigned program areas;

- Providing technical reviews to headquarters on assigned program area; and
- Monitoring the performance and progress of subordinate managers in the exercise of those duties assigned to them, including fiscal responsibilities of subordinate Allowance Holders, if any.

Allowance Holder

A manager responsible for implementing a part of the Program Plan, managing an allowance and position ceiling issued to him, and reporting on programmatic and fiscal performance and progress.

The Regional Administrators and the Assistant Administrators serve as Allowance Holders as well as RPIO's. All other Allowance Holders serve under an RPIO; the Administrator's staff offices are under the Deputy Administrator while other Allowance Holders are responsible to an Assistant Administrator. A list of Allowance Holders is given in Appendix E.

Allowance

A portion of the Agency's allotment assigned to an Allowance Holder to finance the implementation of his part of the Program Plan. Most Allowances are issued quarterly, but they are revised and reissued whenever necessary. (Annual allowances are issued for certain activities.)

Advice of Allowance

The formal document issued to an Allowance Holder notifying him of the funds and position ceiling available to be used in executing his program responsibilities. It will show funds by Decision Module and Positions by Appropriation. In some cases, funds may be constrained at the sub-element level.

Apportionment

A distribution made by OMB of amounts available to the Agency for obligation or expenditure into amounts available for specific periods of time, activities, functions, projects, objects, or combinations thereof. The apportioned amounts limit the obligations to be incurred or expenditures to be accrued.

Allotment

Authority delegated by the Administrator to an authorized employee to incur obligations within a specified amount for prescribed purposes pursuant to an apportionment of an appropriation or fund account.

Allottee

A person who receives an allotment and is charged with the responsibility of:

- Administering allotted funds for specified purposes,
- Conforming to all limitations included in the allotment,
- Applying the limitations of the appropriation act and other governing law, and
- Complying with the Antideficiency Statute.

An Allottee is subject to legal penalties imposed for violating the terms of the allotment.

At the present time, EPA has only one Allottee, the Director of the Budget Operations Division, Office of Resources Management. Consideration is being given to granting Allottee status to some of the Agency's Allowance Holders.

APPENDIX C

Forms and Instructions

Data entries on all forms may be handwritten provided the final submission is legible and reproducible (Xerox). Narratives must be typed.

Form	Page
Summary Output Guidance	61
Regional Resource Targets	65
Headquarters Accomplishment Commitment	68
Regional Accomplishment Commitment	70
Priority Basin Accomplishment	73
Milestone Plan	76
Resource Allocation- Decision Module Level	79
Regional Resource Allocation Summary by Appropriation	83
Regional Resource Allocation Summary by Program (Media)	86
Regional Resource Allocation by Organization	89
Target Reassignment Request	91
Overtarget Request	96
Resources Schedule (Sub-element Level)	99

SUMMARY OUTPUT GUIDANCE FORM

The purpose of this form is to give the key line managers a quick summary of the outputs to be required. This form will be prepared by Headquarters as part of the operating guidance package. It will be prepared as a team effort with participation by all relevant Assistant Administrator's offices.

Instructions

1. Media: Specify the program (media) for which this form is being prepared (air, water quality, pesticides, etc.).
2. Headquarters/Regional: Check the appropriate box designating whether Headquarters or Regional outputs are entered on the form. Although the guidance package is to be a single integrated package specifying both Headquarters and Regional outputs, they will be submitted separately to facilitate output review by responsible managers.

3. Date: Enter the date on which this was prepared.
4. Output: In this column list all the individual types of output for which commitments will be required in the program planning process. Output commitments will be required only on items that are listed in this column. Commitment requirements mentioned in the rest of the guidance have no effect unless also specified here. Task milestones should not be listed here; they should be included in the main body of the guidance package. If planning assumptions about the level of State output that will be expected are required, they should be shown in this column immediately following the EPA output to which they relate. They should be labeled as a required planning assumption.

5. Units: Use this column to specify the type of units to be used in measuring the output. More than one type of unit can be used. For example, if the output is issuance of industrial permits, it might be desirable to differentiate in the units between number of major permits and number of minor permits. For outputs for which quantitative units are inappropriate, this column should be used to indicate the point at which the output for program planning purposes will be considered completed. Usually this will be a request for a date to be established in the plan. For example, if the output is a standard, the unit might be date of final publication in the Federal Register.

6. Starting Level Specified: A "yes" in this column will indicate that the RPIO should specify the level of the output which will have been achieved by the start of FY 1974. His commitment for FY 1974 will then be to the sum of the amount that will have been achieved at the start of the year and the amount he commits to achieve during the year. This requirement may be imposed only where there is a finite number of items that must be performed once. We would like to obtain the total number of items performed by some date.

In these cases, evaluation of the commitment is difficult unless we know the base of accomplishment from which the RPIO starts.

7. Required Completion Date: This column should be used to indicate completion for outputs which are required. In general, this column should be used only for completion dates which are required by law or have been approved by the Administrator or Deputy Administrator as EPA policy. Where we have flexibility we would prefer to leave

the specification of the completion date as part of the program plans as it is one of the measurements of the level of output to be achieved.

8. Organization: For Headquarters forms this column should be used to specify which Assistant Administrator's office is responsible for an output. For the regions this column should be left blank if the output applies to all the regions. If, however, the output is unique to one or a few regions, these should be specified. A special Great Lakes program or a regional pilot program would be examples of such outputs.

SUMMARY - OUTPUT GUIDANCE FORM (Page __ of __ pages)

1. Media_____ 2. Headquarters / Regions / 3. Date_____

4. Output	5. Units	6. Starting Level Specific	7. Required Completion Date (if any)	8. Organization

REGIONAL RESOURCE TARGETS FORM

This form will be used to inform the regions of their resource targets. It will be prepared by the Deputy Assistant Administrator for Resources Management based on the previous year's resource allocations and the changes in those made in the preparation of the President's budget.

Instructions

1. Regions: Indicate which region this target applies to.
2. Date: Date prepared.
3. Dollars: In this column enter the dollars in the target for each item.
4. Positions: In this column enter the full-time permanent positions in the target for each item. Note: Except where specified in the accompanying narrative the division of these position targets to appropriations and budget activities are not binding. The dollar allocations are binding.
5. Total Regional Target: On this line enter the target for the regional target excluding funds for facilities and for the sub-activities which are exclusively grant funds. These will be provided separately. The regional ontarget plans must not exceed this total target either for dollars or for positions.
6. By Appropriation: On these lines enter the regional targets for each appropriation. The regional ontarget plans must be consistent with these dollar targets.

7. Total: This total of the target by appropriation must equal the total regional target entered on Line 6. If it does not, a mistake has been made.

8. By Media: On these lines enter the regional target by media. The regional ontarget plans must be within 20% of these dollar targets.

9. Total: The total of the targets by media must equal the total regional target entered on Line 5. If they do not, a mistake has been made.

10. Grants: Enter the amounts for grant funds in the decision modules listed. These funds are not to be included in the total in item #6. The region may not shift funds out of these decision modules to any other. If the regional allocation of these funds is not available on time, the distribution of the rest of the resource targets to the regions is not to be delayed.

11. Enforcement Program Management & Support - (Regional Counsel): The funds for this item are shown separately here as well as being included in the Program Management & Support media and the Enforcement appropriation. The reason for this is that the regions may not change this target in their ontarget plans. Any lack of resources for the Regional Counsel will come from resources allocated to the Headquarters General Counsel.

REGIONAL RESOURCE TARGETS FORM

1. Region

2. Date

	3. Dollars	4. Positions
5. Total Regional Target		
6. By Appropriation Abatement and Control Enforcement Research and Development Agency and Regional Management 7. Total		
8. By Media Air Water Water Supply Pesticides Solid Waste Radiation Noise Program Management & Support Agency Management & Support 9. Total		
10. Grants Water Control Agency Support Air Control Agency Support Solid Waste Planning		
11. Enforcement Program Management & Support (Regional Counsel)		

HEADQUARTERS ACCOMPLISHMENT COMMITMENT FORM

Instructions

1. RPIO: Enter the RPIO's name or office (OAWP, OR&M, OCP, OEGC, OPM, OA).

2. Decision Module: Enter the name of the decision module. A separate form is required for each decision module.

3. Date: Enter the date prepared.

4. Type of Commitment: Enter the types of commitments being made. These will include all those specified in the operating guidance. The RPIO can add additional commitments which he feels ought to be routinely reported to the Administrator/Deputy Administrator although the additions, if any, should be limited. An example of a type of commitment would be air new source performance standards. For OR&M the ROAP titles should be entered on the forms. These will not identify the commitments in quite the same way that the types of commitments do, but the ROAP summaries prepared by the OR&M system that explain more fully what is being done will be made available to reviewers.

5. Level of Commitment: In this column the level of the commitment is shown. Where appropriate this should be quantitative (e.g., average days of pesticides registration application backlog. In the example above if the type of commitment is new source performance standards, the level of commitment should indicate which ones and perhaps their completion dates. In a number of cases the date on which something will be completed will be an appropriate entry; this will often be the case with OR&M material.

HEADQUARTERS ACCOMPLISHMENT COMMITMENT FORM

(Page __ of __ pages)

1. RPIO_____ 2. Decision Module:_____ 3. Date_____

4. Type of Commitment	5. Level of Commitment

REGIONAL ACCOMPLISHMENT COMMITMENT FORM

Instructions

1. Region: Enter the number of the Region.
2. Media: Enter the name of the media (budget activity), e.g., air, water, pesticides, regional management.
3. Date: Enter the date prepared.
4. Type of Commitment: Enter the types of commitments being made. These will include all the outputs specified in the operating guidance. The RPIO can add additional commitments which he feels should be routinely reported to the Administrator/Deputy Administrator, although the number of additions, if any, should be limited.
5. Level of Commitment: In this column the level of the commitment is shown. Where appropriate, this should be quantitative. For example if the output "industrial waste water discharge permits" is entered in the type of commitment column, the entry in the level of commitment column would be the number of industrial waste water discharge permits that would be issued. If the region is unable to make a commitment to achieve any of an output specified in the guidance, a zero should be entered in this column.
6. Man-years to be Used: In this column the regional man-years of effort to be used in achieving each commitment should be entered. This should be the best estimate of the time actually to be spent by regional staff, both professional and non-professional, in achieving the desired output. Entries of decimal fractions of man-years are

acceptable. The man-years in question should be from personnel to be budgeted under the media in question. Particularly, there should be no allocation of overhead to outputs, and staff budgeted under Agency & Regional Management should not be counted as contributing man-years of effort to Program media outputs.

REGIONAL ACCOMPLISHMENT COMMITMENT FORM (Page __ of __ pages)

1. Region_____ 2. Media_____ 3. Date_____

4. Type of Commitment	5. Level of Commitment	6. Man-Years to be Used

PRIORITY BASIN ACCOMPLISHMENT FORM

Instructions

1. Region: Enter the number of the Region.

2. Date: Enter the date prepared.

3. Type of Output: Enter the type of output. These should be the same as the outputs shown in item #4 of the Regional Accomplishment Commitment Form for the Water media. Not all the outputs shown on the accomplishment commitment form can be meaningfully distributed on a geographic priority basin basis. For example obtaining a meaningful Sec. 106 state plan where there is one plan per state cannot be attributed to any one priority basin. Such outputs should not be shown on this form. Outputs which can be meaningfully attributed to priority basins must be shown on this form.

4. Total Regional level of Output: For each output shown under item #4 enter the total level of that output that will be achieved for the entire Region. This level should be the same as entered under item #5 of the Regional Accomplishment Commitment Form.

5. All Priority Basins: This column should show the level of each output that will be achieved in all the priority basins in the region. Comparison of this item with item #4 will show the percentage of the regional out-

put that is in the priority water basins.

6. Output in Individual Basins: These columns are used to enter the level of each output that will occur in each priority water basin. The name of the basin in question should be entered at the head of each column. The level of the output in that basin should then be entered for each output.

PRIORITY BASIN ACCOMPLISHMENT FORM (Page __ of __ pages)

1. Region:_____ 2. Date:_____

3. Type of Output	Total Regional 4. Level of Output	All Priority 5. Basins	6. Output in Individual Basins (enter basin name at head of column)		

MILESTONE PLAN FORM

This form is used both for showing the milestone plan in the planning process and for reporting against that plan during the fiscal year. The RPIO's should retain the originals of the filled out forms and reproduce (Xerox) them to furnish the forms for reporting purposes.

Instructions

1. RPIO: Enter the name of the RPIO or his organization.
2. Date Originally Prepared: Enter the date on which the plan was prepared. This date should change during the year only if the plan is changed. Changing the plan will require approval via the Program Reporting Division, OPM.
3. Date of this Submission: When using this form for reporting purposes, enter the date of the reporting submission. The form should contain reporting information as of this date. Do not fill in this item when initially submitting the form as the proposed plan.
4. Output Commitment: Enter the output commitment and level as shown on the appropriate output commitment forms on this line. One milestone plan form should be prepared for each output commitment except standards, regulations and reports covered by development plans under EPA Order 1000.6 or for outputs covered by special accomplishment plans. If the milestone format used in this form is inappropriate for a particular output commitment, consult the Program Reporting Division, OPM.

5. Planned Date: Enter the planned dates on which the milestones will be achieved in this column.

6. Milestones: Enter the milestones in this column. See the text of the manual for suggestions on the appropriate nature of the milestones.

7. Actual Date: In reporting fill this column out with the date on which a milestone was actually achieved.

8. Problems and Unresolved Issues: Use this column during reporting to briefly identify and explain significant problems and unresolved issues. We would strongly prefer that the entries in this column be held to no more than half the space available in the column. A slippage of an actual date more than 10 working days beyond the planned date is by definition a significant problem; lesser slippages may be significant problems depending on the circumstances. This column should be used only in the reporting phase; it should not be used in the planning phase.

MILESTONE PLAN FORM

(Page __ of __ pages)

1. RPIO_____ 2. Date Originally Prepared_____

3. Date of this submission_____

4. Output Commitment & Level_____

5. Planned Date	6. Milestone	7. Actual Date	8. Problems and Unresolved Issues

RESOURCE ALLOCATION FORM - DECISION MODULE LEVEL

The purpose of this form is to provide a record of the proposed ontarget resource allocations to each decision module and provide data for certain analyses. These forms will be submitted as part of the RPIO's ontarget submission in the Spring program planning cycle.

Instructions

1. Appropriation: Enter the name of the appropriation (Abatement and Control, Enforcement, etc.) This and item #2 are necessary to fully identify the decision module.
2. Budget Activity: Enter the name of the budget activity. All the media (air, pesticides, etc.) are budget activities as is program management.
3. Decision Module: Enter the name of the decision module. This is normally the same as the budget subactivity but there are a few differences. See Appendix H for a list of the budget subactivities and Appendix B for the decision modules.
4. RPIO Organization: Enter the name of the RPIO's organization. Do not use the formal EPA organizational symbols as abbreviations as some of these are not often used and tend to confuse.
5. Date: Enter the date on which the form was prepared.
6. Dollars: Fill in the blanks in this section in thousands of dollars of proposed obligations. Round off the figures to the nearest hundred, showing hundreds as tenths of thousands.
7. FY 1973: Enter the FY 73 base program here. A statement of the base program as of approximately the start of the period for

development of plans will be provided by Resources Management. This should not be altered to reflect subsequent reprogramming. Information supplied for items 9 (Total Dollars) and 15 (Positions) must be accurate. Estimates may be used for the other items. The subheading "travel" under item #14, may be left blank if the information is not readily available.

8. FY 1974: Enter the proposed ontarget FY 74 program in this column. Every effort should be made to make the estimates of the figures in items 10 through 14 as accurate as possible.

9. Total: Enter the total dollars. This should be the sum of the dollars shown under the other principal headings.

10. Contracts: Enter in this column the amount of dollars for contracts. Note: Contracts for purchase of equipment and for supplies and materials are not contracts within the meaning of object class 25.

11. Interagency Agreements: Enter in this column the amount of funds for interagency agreements. Note: These are funds EPA is transferring to other federal agencies via interagency agreements not the funds EPA receives from other federal agencies for EPA to spend. Funds we receive via interagency agreement are not included in the resource allocation targets or the allocation of ontarget resources.

12. Grants: Enter the total amount of grants on this line.

13. Equipment: Enter funds for the purchase of equipment on this line.

14. Inhouse: Enter the total amount of inhouse costs under the total heading. (Inhouse costs are all costs not specifically listed under

headings #10 through #13.) Funds for travel expenses should be set forth under line 14a as well as being included in the total inhouse figure.

15. Positions: Enter the number of positions in these blanks. Under the full-time permanent heading enter the number of full-time permanent employees. Permanent part-time positions should be entered along with temporary positions under the heading "other than full-time permanent". All positions must be shown as whole positions.

16. Lapse Rate: Enter in this blank the expected lapse rate for full-time permanent positions. This should be the average percentage of the full-time permanent positions that are vacant. Lapse rates can be used to analyze salary and benefit funds to see if they are adequate. They can also be used to calculate the number of man-years that will actually be available.

RESOURCE ALLOCATION FORM
DECISION MODULE LEVEL

1. Appropriation:
2. Budget Activity
3. Decision Module:
4. RPIO:
5. Date:

6. Dollars	7. FY 1973	8. FY 1974
9. Total		
10. Contracts (within obj. class 25)		
11. Interagency Agreements		
12. Grants		
13. Equipment (Obj. class 31)		
14. Inhouse total a. travel		
15. Positions a. Full-time Permanent		
b. Other than Full-time Permanent		
16. Lapse rate: _____		

REGIONAL RESOURCE ALLOCATION SUMMARY BY APPROPRIATION

Instructions

1. Region: Enter the number of the Region.
2. Date: Enter the date prepared.
3. Target: On the blank lines shown at the start of each appropriation's listing and for the regional total enter the regional target as shown on the regional resource targets form. Under both this item and item #4 the dollars shown should be in thousands rounded to the nearest hundred (tenth of a thousand) and the positions should be full-time permanent positions.
4. Proposal: In these columns enter the proposed ontarget allocation of regional resources. For each decision module, these numbers should come from and be the same as the amounts shown on the Resource Allocation Form — Decision Module Level. The amounts for individual decision modules should be totaled on the proposal total line. This total must agree with the dollars and positions shown for the target. For appropriations, which are shown on this form, no flexibility in funds is allowed in the ontarget plan. If the dollar totals do not match, an error has been made. The position totals may vary from the targets by appropriation except where otherwise specified in the targets.
5. Abatement and Control: Enter the Abatement and Control targets and ontarget proposal.
6. Enforcement: Enter the Enforcement targets and ontarget proposal.

7. Research and Development: Enter the Research and Development target and ontarget proposal, if any. The names of the decision modules have been left blank and will have to be filled in as they may not be consistent from region to region.

8. Agency and Regional Management: Enter the Agency and Regional Management target and ontarget proposal.

9. Regional Totals: Enter both the total regional target and the sum of the ontarget proposal as shown. These two must be the same; if they are not an error has been made. Note that the funds in the Control Agency Support decision modules have not been included in either the total target as shown on the Regional Resource Targets Form or in the ontarget plans as shown in this Summary Resource Allocation Form. This is because the decision module targets for these decision modules may not be changed.

10. Expected Advances and Reimbursements: Enter any resources that are expected to be received through advances and reimbursements. These are resources EPA will recieve from other Agencies via interagency agreement. They are not included in the regional resource targets. They are not included in the regional totals under item #9. Program element resource schedules will be submitted for them along with the rest of the Program Element Resource Allocations.

REGIONAL RESOURCE ALLOCATION SUMMARY BY APPROPRIATION

1. Region_____ 2. Date_____

	3. Target		4. Proposal	
	$	Pos.	$	Pos.
5. Abatement and Control target			XX	XX
Air Ambient Trend Monitoring	XXX	XXX		
Air Technical Assistance	XXX	XXX		
Water Ambient Trend Monitoring	XXX	XXX		
Water Technical Assistance and Source Control	XXX	XXX		
Water Supply Technical Assistance	XXX	XXX		
Pesticides Monitoring	XXX	XXX		
Pesticides Technical Assistance	XXX	XXX		
Solid Waste Technical Assistance	XXX	XXX		
Radiation Technical Assistance	XXX	XXX		
Noise Technical Assistance	XXX	XXX		
Proposal Total	XXX	XXX		
6. Enforcement target			XX	XXXX
Air Enforcement	XXX	XXX		
Water Enforcement	XXX	XXX		
Water Permit Program	XXX	XXX		
Pesticides Enforcement	XXX	XXX		
Noise Enforcement	XXX	XXX		
Program Management & Support	XXX	XXX		
Proposal Total	XXX	XXX		
7. Research and Development			XX	XXXX
Program Management & Support	XXX	XXX		
	XXX	XXX		
Proposal Total	XXX	XXX		
8. Agency & Regional Management-target			XX	XXXX
Regional Management	XXX	XXX		
Regional Support	XXX	XXX		
Proposal Total	XXX	XXX		
9. Regional Totals				
10. Expected Advances & Reimbursements				

REGIONAL RESOURCE ALLOCATION SUMMARY BY PROGRAM(MEDIA)

Instructions

1. Region: Enter the number of the Region.
2. Date: Enter the date prepared.
3. Target: On the blank lines shown at the start of each program's (budget activity) listing, enter the regional target as shown on the Regional Resource Targets Form. Under both this item and item #4 the dollars should be shown in thousands rounded to the nearest hundred (tenths of a thousand) and the positions should be full-time permanent positions.
4. Proposal: In these columns enter the proposed ontarget allocation of regional resources. For each decison module, these numbers should come from and be the same as the amount shown on the Resource Allocations Forms; Decision Module Level. The amounts for individual decision modules should be totaled on the proposal total line. This total must be within 20% of the dollars shown for the target for the media. There is no constraint on the position variation except the availability of funds to support the positions. For media with small amounts of funds, the deviation may be increased to the dollars associated with the next full position.
5. Through 11: Enter the appropriate targets and ontarget proposals.

Note: That if the Region should have any additional Research and Development media related modules, they should be shown under the appropriate media.

12. Program Management and Support: Enter the program management and support targets and ontarget proposal. A blank line has been left for any decision module in addition to the enforcement and research and development ones that the region may have. Note: Program management and support is different fro... Agency and Regional Management.

General Note: Agency and Regional Management decision modules are not included on this form because they are an appropriation as well as a budget activity. For this reason the totals shown will not add to the total Regional target unless the total for Agency and Regional Management is added.

REGIONAL RESOURCE ALLOCATION SUMMARY BY PROGRAM(MEDIA)

1. Region _____ Date _____

	3. Target		4. Proposal	
	$	Pos.	$	Pos.
5. Air target			XXX	XXX
Ambient Trend Monitoring	XXX	XXX		
Air Technical Assistance	XXX	XXX		
Enforcement	XXX	XXX		
Proposal Total	XXX	XXX		
6. Water target			XXX	XXX
Ambient Trend Monitoring	XXX	XXX		
Technical Asst. & Source Control	XXX	XXX		
Permits	XXX	XXX		
Enforcement	XXX	XXX		
Proposal Total	XXX	XXX		
7. Water Supply target			XXX	XXX
Technical Assistance	XXX	XXX		
8. Pesticides target			XXX	XXX
Monitoring	XXX	XXX		
Technical Assistance	XXX	XXX		
Enforcement	XXX	XXX		
Proposal Total	XXX	XXX		
9. Solid Waste target			XXX	XXX
Technical Assistance	XXX	XXX		
10. Radiation target			XXX	XXX
Technical Assistance	XXX	XXX		
11. Noise target			XXX	XXX
Technical Assistance	XXX	XXX		
Enforcement	XXX	XXX		
Proposal Total	XXX	XXX		
12. Program Management & Support -target			XXX	XXX
Enforcement Program Management & Support	XXX	XXX		
Research and Development Program Management & Program Support	XXX	XXX		
Proposal Total	XXX	XXX		

REGIONAL RESOURCE ALLOCATION BY ORGANIZATION
(Schedule of Positions)

Instructions

1. Region: Enter the number of the Region.

2. Date: Enter the date prepared.

3. Appropriation: These provide lines on which to enter the position totals for each appropriation for each Division and the total for each Division. The positions should be full-time permanent positions. The region may submit a similar form for other than full-time permanent positions if it desires.

4. Organization (Division): In the columns for each Division enter the number of full-time permanent positions in the proposed ontarget resource allocation. The total full-time permanent positions allocated to each Division should appear on the bottom line. Organizations which are not part of one of the Divisions or the RA's office should be shown in the "Other Organizational Units" column, and the blank space at the bottom of the form may be used to identify these and their respective position allocations if desired.

5. Totals: The totals for each appropriation should be obtained by adding all the Division entries for that appropriation. The totals in the final line should be the total of all the appropriation totals and also should be the total of all the positions allocated to the Divisions. If this total cannot be obtained both ways there is an error. If this total does not equal the total regional resource target, there is an error.

REGIONAL RESOURCE ALLOCATION BY ORGANIZATION
(Schedule of Positions)

1. REGION_____ 2. DATE_____

3. APPROPRIATIONS	4. ORGANIZATION (DIVISION)							5. TOTALS
	Air & Water	Categorical	S & A	Enforcement	Management	RA's Office	Other Organizational Units	
ABATEMENT & CONTROL								
ENFORCEMENT								
RESEARCH & DEVELOPMENT								
MANAGEMENT								
ORGANIZATION TOTAL								

TARGET REASSIGNMENT REQUEST FORM

Target Reassignment Requests, if any, should be in logical groupings so that any one grouping would be considered a single request and approved or disapproved as a block. A different form should be used for each grouping. A brief narrative justification may be appended if needed.

Instructions

1. RPIO: Enter the name or organization of the RPIO.
2. Date: Enter the date prepared.
3. Priority of this Change: If the RPIO is making more than one request, indicate the priority ranking of this request.
4. Ontarget Plan: In this column show the ontarget plan for the decision modules, budget activities, and appropriations involved. This ontarget plan will serve as the base from which the changes are requested. Notice that the lines for totals are blanked out so that they cannot be used. This is because totals would be meaningless in this column. In this item and items #6, #7, and #8, the dollars should be shown in thousands rounded to the nearest hundred (tenth of a thousand) and the positions should be full-time permanent positions. Note that positions are shown on this form only to assist in understanding the proposal. The control which is being changed is primarily a funds, not a positions control.
5. Change: These columns should show the total change being requested from the ontarget plan. The amounts in these columns should be just the changes; just the amounts added or subtracted from the ontarget plan. In filling out these columns, the decision modules involved should be entered first. These should then be totaled by Budget

activity and the results entered under item #10 for the source of resources decision modules and under item #14 for the use of resources decision modules. Then they should be totaled by appropriation and the results entered under item #11 for the source of resources decision modules and under item #15 for the use of resources decision modules. In these columns the totals for items #9, #10, #11, #13, #14, and #15 should all be the same. If the totals are not the same, an error has been made. If there is a difference between the totals for items #9 and #13, there may not be a balance between the sources and uses of funds. This balance is required. In this column it is entirely possible to have an entry for the same appropriation in items #11 and #14 or the same budget activity in items #10 and #14.

6. New Plan: These columns show the new resource allocation that would be in effect if the reassignment request is approved. The figures in this column are obtained by subtracting column 6 from column 5 in the case of sources of resources and adding column 6 to column 5 in the case of uses of resources. Notice that the totals lines are blanked out as they are meaningless here.

7. Net Change: These columns are used to show the net effect of the requested reassignment on our budgetary restrictions. When a budget activity appears under both items #10 and #14 or an appropriation appears under both items #11 and #15, the larger number should be subtracted from the smaller number and the result entered in these columns on the line item that was the larger of the two numbers. All entries under sources of funds must be subtractions from the

ontarget plan; all entries under uses of resources must be additions to the ontargets plans. Where a budget activity appears in either item #10 or #14 but not in both, the entry in columns #8 should be the same as that in columns #6. The same holds true for appropriations.

8. Sources of Resources: In this section of the form show the decision modules, budget activities, and appropriations which are uses of funds in this request; i.e., which would be increased if this request were granted. A basic principal in target reassignment requests is that the sources of funds shown here must equal the uses of funds shown below.

9. Decision Modules: List the decision modules that are sources of funds under this request.

10. Budget Activities(Media): List the budget activities to which the decision modules listed in item #9 belong.

11. Appropriations: List the appropriation(s) to which the decision modules listed in item #9 belong.

12. Uses of Resources: In this section of the form show the decision modules, budget activities, and appropriations which are uses of funds in this request; i.e., which would be increased if this request were granted.

13. Decision Modules: List the decision modules that are uses of funds under this request. The same decision modules should not appear here as appeared under item #9.

14. Budget Activities(Media): List the budget activities to which the decision modules listed in item #13 belong. These may be the same budget activities listed under item #10.

15. Appropriations: List the appropriations to which the decision modules listed in item #13 belong. These may be the same appropriations listed under item #11.

TARGET REASSIGNMENT REQUEST FORM

1. RPIO _____ 2. Date_____ 3. Priority of this change____

	4. Ontarget Pl		5. Changes		6. New Plan		7. Net Change	
	$	POS.	$	POS.	$	POS.	$	POS.
8. Sources of Resources	XXX	XXX	XXX	XX	XX	XX	XXX	XX
9. Decision Modules	XXX	XXX	XXX	XXX	XXX	XXX	XXX	XXX
a.							XXX	XXX
b.							XXX	XXX
c.							XXX	XXX
d.							XXX	XXX
Total	XXX	XXX			XXX	XX	XXX	XXX
10. Budget Activities(Media)	XXX	XXX	XXX	XXX	XXX	XX	XXX	XXX
a.								
b.								
c.								
Total	XXX	XXX			XXX	XXX		
11. Appropriations	XXX	XXX	XXX	XXX	XXX	XX	XXX	XXX
a.								
b.								
c.								
Total	XXX	XXX			XXX	XXX		
12. Use of Resources	XXX	XXX	XXX	XX	XX	XX	XXX	XX
13. Decision Modules	XXX	XXX	XXX	XX	XXX	XX	XXX	XX
a.							XXX	XXX
b.							XXX	XXX
c.							XXX	XXX
d.							XXX	XXX
Total	XXX	XXX			XXX	XX	XXX	XXX
14. Budget Activities(Media)	XXX	XXX	XXX	XXX	XXX	XX	XXX	XXX
a.								
b.								
c.								
Total	XXX	XXX			XXX	XX		
15. Appropriations	XXX	XXX	XXX	XXX	XXX	XX	XXX	XXX
a.								
b.								
c.								
Total	XXX	XXX			XXX	XX		

OVERTARGET REQUEST FORM

Instructions

1. RPIO: enter the name or organization of the RPIO.
2. Date: enter the date prepared.
3. Priority of this Request: If the RPIO is making more than one request, indicate the priority ranking of this request.
4. Ontarget Plan: In these columns show the ontarget plan for the decision modules, budget activities, and appropriations involved. This ontarget plan will serve as the basis from which the changes are requested. Notice the lines for totals are blanked out so that they cannot be used because they would be meaningless. In this item and Items #5 and #6 the dollars should be shown in thousands, rounded to the nearest hundred (tenth of a thousand) and the positions should be full-time permanent positions.
5. Additional Requests: This column should show the additional amounts being requested. The total lines under Items #7, #8, and #9 must agree, otherwise there is an error.
6. New Plan: This shows the new resource allocations if the request is granted. It is the same of Items #4 and #5. Notice the total lines have been blanked out since they are meaningless.
7. Decision Modules: List the decision modules for which additional resources are requested.
8. Budget Activities (Media): List the budget activities to which the decision modules as shown in Item #7 belong.
9. Appropriations: List the appropriations to which the decision modules shown in Item #7 belong.

10. Additional Outputs to be Obtained: This section of the form is used to show the additional outputs that will be obtained if the overtarget request is granted. These outputs form the principal justification for the request. If additional justification is required, then a short narrative may be added. The overtarget request does not have to produce additional output. If, for example, the purpose of the request is to obtain funds to meet mandatory fixed costs (e.g., salaries and benefits of on-board personnel) there are likely to be no additional outputs.

11. Type of Output: Enter the type of output as on the output commitment form.

12. Level of Output: Enter the level of output as on the output commitment form.

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OVERTARGET REQUEST FORM

1. RPIC _____ 2. Date _____ 3. Priority of this Request __

	4. Outarget Plan		5. Additional Req.		6. New Plan	
	$	Pts.	$	Pts.	$	Pts.
7. Decision Modules	XX	XX	XX	XX	XX	XX
a.						
b.						
c.						
d.						
Total	XX	XX			XX	XX
8. Budget Activities (Media)	XX	XX	XX	XX	XX	XX
a.						
b.						
c.						
Total	XX	XXX			XXX	XX
9. Appropriations	XX	XX	XX	XX	XX	XX
a.						
b.						
c.						
Total	XXX	XXX			XXX	XX

10. Additional Outputs to be Obtained:

11. Type of Output	12. Level of Output

RESOURCES SCHEDULE FORM

The Resources Schedule is used in the allocation of resources to program sub-elements after decisions on allocations to modules are made. RPIO's and the Office of Resources Management will jointly distribute approved resources down to the sub-element level.

The form may also be used by lower level planners, e.g., Regional Division Directors and Branch Chiefs.

Most of the data elements and codes needed to complete the Resources Schedule form are given in the October 25, 1972, edition of the Program Planning and Resources Management System Manual - Volume II (PPRMS-II). The form will be completed as follows:

Instructions:

1. Sub-Element Title. Enter the appropriate title as shown in Table C-2 of PPRMS-II. It should be noted that Table C-2 now refers to Allowance Holders and not RPIO's as defined for FY 1973.
2. Source of Funds. A one character code shown in Table F-1 of PPRMS-II identifies the program year source of funds. For this submission, enter "4" for FY 1974 New Obligational Authority.
3. Element Number. Enter the Appropriate six character code from Table C-2 of PPRMS-II.
4. Allow. Holder. Enter the two digit code of the Allowance Holder. These codes are given in Appendix E of this manual.
5. Division. Leave blank. (This code identifies organizational units, usually divisions, within an Allowance Holder. It

1. SUB-ELEMENT TITLE				2. SOURCE OF FUNDS	3. ELEMENT NO.	4. ALLOW HOLDER	5. DIVISION	6. APPRN. AUTH.	7. LOCAL
8. PREPARED BY (NAME)	9. DATE	10.	11.	12.				13. NO. OF SHEETS	

		PLANNED OBLIGATIONS (To nearest tenth of $1,000)							22. CALCULATIONS
		FY 1973	FY 1974 QUARTERS				TOTAL FY 1974	FY 1975	
			1	2	3	4			
14. TOTAL (Sum of 15-19)									
15. CONTRACTS (Obj. Class 25)	a. R&D								
	b. PROTOT								
	c. OTHER								
16. INTERAGENCY AGREEMENTS									
17. GRANTS	a. RESEARCH								
	b. DEMONSTRA-TION								
	c. OTHER								
18. EQUIPMENT (Obj. Class 31)									
19. IN-HOUSE TOTAL									
20. POSITIONS	a. PERMANENT FULL-TIME								
	b. OTHER								
21. REMARKS									

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EPA Form 3710-1 (2-73) Replaces EPA Form 3500-1 (Rev. 4-72) Which is obsolete RESOURCES SCHEDULE

may be used for planning and reporting below the subelement level. Codes are in Table D-1 of PPRMS -II.)

6. Appropriation Authorizations. Enter the two character code for the section of law which authorizes funding for this sub-element. Appropriation Authorization Codes may be found in Table E-1 of PPRMS-II. Appropriation Authorization Codes for the new Water and Noise Acts are given in Appendix F of this manual. Specific codes to be used for each element are given in Table E-2 of PPRMS-II. Specific codes to be used for each Water and Noise program element are given in Appendix G of this manual.

   A separate Resources Schedule must be submitted for each Appropriation Authorization for each sub-element; e.g., if a subelement is funded by three separate Appropriation Authorizations, three Resources Schedules will be required.

7. Local. Leave blank. (Space is allocated for a one character code which may be used to identify resources below the sub-element or division level; e.g., branches to plan below the division level.)
8. Prepared by. Enter initials and last name of the planner completing the form.
9. Date. Date form is completed.
10. 11, and 12. Leave blank.
13. Number of Sheets. Enter the number of Resources Schedule forms submitted for the sub-element. As mentioned in Number 6 above, a separate Resources Schedule must be submitted for each Appropriation Authorization for each sub-element.

14-19. Planned Obligations. Show the funds required to perform the work planned for the sub-element. Round tc the nearest tenth of a thousand dollars (hundreds of dollars). For example, enter 0.5 for $500. Funds should be new budget authority only for this submission. The delineation of funding requirements into contracts (research, project, other), grants (research, demonstration, other), equipment, and in-house (all other) costs is needed for the review of resource requirements. the calculation of outlays, and the subsequent mon'toring of fiscal status.

Quarterly funds should be planned carefully since these fugures will be used in determining EPA's request for its quarterly apportionment and the Allowance Holders' quarterly allowances. Planning for one-fourth of the year's funds in a quarter, especially the first and second quarters, may lead to overobligation of funds if that amount does not equal or exceed actual obligations for that quarter. Inadequate planning by enough Allowance Holders may ultimately cause the Agency to exceed its apportionment.

14. Total. Enter the total dollars for the Resources Schedule, i.e., the sum of dollars in lines 15 to 19.

15. Contracts. Enter the total dollars for (a) R & D, (b) Project (e.g., program studies or analyses for areas such as Public Affairs, Categorical Programs, etc.), and (c) Other contractual services included in Object Class 25. Do not include Interagency Agreements here; they will be entered on line 16.

16. Interagency Agreements. Enter the total dollars for Interagency Agreements in which EPA will transfer funds to other agencies. (Funds we receive from other agencies are classified under Advances and Reimbursements or Allocation Accounts, neither of which is to be reported on this line. They are to be reported as separate sub-elements on Resources Schedule forms, and resources will be distributed on all appropriate lines excluding no. 16)

17. Grants. Enter total dollars for (a) Research, (b) Demonstration, and (c) Other Grants. This breakdown will be used to calculate outlays.

18. Equipment. Enter total dollars for all equipment, including scientific and office equipment, furniture, and books for permanent collections. (Object Class 31)

19. In-House Total. Enter the total dollars not included in lines 15 to 18.

20. Positions. Enter the number of positions (leave shaded areas blank) required for the sub-element. Report to the nearest tenth of a position. A position may be one single position or a combination of fractions of two or more positions. A sub-element may have a fractional position total; however, the total number of positions for a Decision Module must be a whole number.

21. a. Permanent Full-Time. Enter the number of permanent full-time positions planned for the sub-element.

b. Other. Enter the number of positions other than permanent full-time planned for the sub-element. Include temporary, part-time and intermittent (e.g., consultants) positions.

21. Remarks. Optional. This space may be used for any purpose the planner desires; e.g., to specifically identify major items included in totals for lines 15-20; e.g., Travel Costs which were broken out at Decision Module Level but included in line 19 of the Resources Schedule.

22. Calculations. Space provided for computational work by individual preparing the form.

NOTE: Funding and position requirements for FY 76-79 for each sub-element will be computed by the Office of Resources Management. RPIO's will be given the opportunity to review, comment on, and suggest changes in that data.

APPENDIX D

Decision Modules

In this appendix, decision modules are identified with an asterisk. The hierarchical relationship is shown among appropriations (e.g., Abatement and Control), budget activities/programs (e.g., Air), decision modules (e.g., Control Agency Support), and program elements (e.g., 2A4136 Air Control Agency Support). NPM assignments are given for each module.

Abatement and Control

Air

*Control Agency Support (Grant, Contract and State Assignee Funds only) - OAWP

2A4136 Air Control Agency Support - Grant, Contract & State Assignee Funds only

*Ambient Trent Monitoring - OAWP

2A2131 Air Quality Monitoring

2A2132 Air Quality Information System

*Academic Training (Grants only) - OAWP

2A7139 Academic Training/Air - Grants

*Mobile Source - OAWP

2A1130 Mobile Source Standards

2A2134 Mobile Source Compliance

2A2135 Mobile Source Laboratory Support

*Technical Assistance - OAWP

2A4386 Air Control Agency Support - Admin (excludes Grants, Contract & State Assignee Funds)

2A5137 Technical Support and Evaluation/Air

2A6113 Federal Activities/Air

2A6114 Environmental Impact Statements Review/Air

2A7138 Direct Training/Air

2A7140 Manpower Planning/Air

*Stationary Source Standards and Guidelines - OAWP

2A1129 Stationary Source and Air Quality Standards

Water Quality

*Ambient Trend Monitoring - OAWP

2B2146 Water Quality Information System

2B2147 Water Quality Monitoring

2B2148 Water Pollution Source Surveillance

*Control Agency Support (Grants & Contracts only) - OAWP

2B4153 Water Pollution Control Agency Support - Grants & Contracts

*Academic Training (Grants only) - OAWP

2B7159 Academic Training/Water - Grants

*Technical Assistance (Headquarters Module) - OAWP

2B1115 Review Federal Licenses and Permits

2B1143 Water Quality Standards

2B3149 Water Quality Planning

2B3150 Water Quality Planning Grants

2B3151 Water Resources Council

2B3152 Great Lakes Planning - Section 15

Water Quality - continued

2B5154 Technical Support and Assistance (include former 2H1172)

2B5155 Great Lakes Initiative

2B5229 National Eutrophication Control Program

2B6116 Federal Activities/Water

2B6117 Environmental Impact Statements Review/Water

2B4387 Water Pollution Control Agency Support - Admin (Non Grant/Contract portion of 2B4153)

*Planning Grants (Sec. 208)

2B3384 Water Quality Planning Contract Authority

*Municipal Source Control (Headquarters Module) - OAWP

2B7158 Operator Training/Water

2B7160 Direct Training/Water (includes Non-Grant portion of 2B7159)

2B7161 Manpower Planning/Water

2B8162 Construction Grants Operations

2B8163 Operation and Maintenance

2B8316 Construction Grants Administration

2B8381 Municipal Permits

*Industrial Source Control (Headquarters Module) - OAWP

2B5156 Industrial Wastes Studies and Guidelines/Water

*Nonpoint Source Control (Headquarters Module) - OAWP

2B1144 Spill Prevention and Response

2B1145 Ocean Disposal Permits

2B5157 Non-Point Source Studies and Guidelines/Water

*Technical Assistance and Source Control (Regional Module) - OAWP

A consolidation of Technical Assistance and Source Control Modules above.

Water Supply

*Technical Assistance - OAWP

2C5226 Water Supply Program

2C5227 Water Supply Lab Assistance

Solid Wastes

*Planning (Grants only) - OCP

2D3295 Planning Grants/SW

*Academic Training (Grants only) - OCP

2D7302 Academic Training/SW

*Technical Assistance - OCP

2D1293 Standards, Guidelines and Regulations/SW
2D3296 Planning Grants Administration/SW

2D5297 Tech Assist & Eval/Upgrade SW Mgmt

2D5298 Policy Studies/Upgrade SW Management

2D5299 Policy Studies/Resource Recovery

2D5300 Policy Studies/Hazardous SW

2D6118 Federal Activities/SW

2D6119 Env Impact Statements Review/SW

2D7301 Direct Training/SW

2D7303 Non-Academic Training/SW

2D7304 Manpower Planning/SW

Pesticides

*Registrations and Tolerances - OCP

2E1177 Pesticide Products Registration

2E1178 Pesticides Standards and Criteria

*Monitoring - OCP

2E2179 Pesticides Exposure Studies

2E2180 Pesticides Residue Profiles (Monitrg)

2E2182 Pesticide Market Sample Analysis

*Technical Assistance - OCP

2E2181 Pesticide Accident Investigations

2E5183 Technical Support/Pesticides

2E5184 Technical Information/Pesticides

2E7185 Direct Training/Pesticides

Radiation

*Academic Training (Grants only) - OCP

2F7193 Academic Trng/Radiation

*Monitoring - OCP

2F2191 Radiation Monitoring

*Standards and Guidelines - OCP

2F1190 Radiation Standards and Guidelines

*Technical Assistance - OCP

2F5192 State & Local Asst/Radiation

2F6120 Env Impact Statements Review/Rad

2F7194 Technician Training/Radiation

2F7195 Direct Trng/Radiation

Noise

*Standards and Guidelines - OCP

2G1378 Noise Standards Setting

Noise - continued

*Technical Assistance - OCP

2G5379 Technical Assistance/Noise

2G6200 Federal Activities/Noise

Interdisciplinary

*Technical Assistance - OPM

2H5360 EPA Disaster Assistance

Note: Abatement & Control/Interdisciplinary/Technical Assistance is not currently being used for planning purposes. It will be used for reporting resources reprogrammed from other decision modules for EPA Disaster Assistance.

Program Management and Support

*Program Management - OAWP

2R1174 P/M - Air & Water Programs

*Program Management - OCP

2R1197 P/M - Categorical Programs

2R1328 P/M - Toxic Substances

*Program Support - OAWP

2R2175 P/S - Air and Water Programs

*Program Support - OCP

2R2198 P/S Categorical Programs

Enforcement

Air

*Air Enforcement - OEGC

3A1121 Stationary Source Enforcement

3A2122 Mobile Source Enforcement

Water

*Water Enforcement - OEGC

3B1123 Water Quality Enforcement

Water - continued

*Water Permit Program - OEGC

3B2124 Refuse Act Permits

Pesticides

*Pesticides Enforcement - OEGC

3E1125 Pesticides Enforcement

Noise

*Noise Enforcement - OEGC

3G1380 Noise Enforcement

Program Management and Support

*Program Management - OEGC

3R1126 Program Mgmt - Enforcement

3R1127 General/Regional Counsel

*Program Support - OEGC

3R2128 Program Support - Enf & Gen Counsel

Research and Development

Air

*Air Pollution Processes and Effects - ORM

1A1001 Polutnt Charctrzn

1A1002 Fuel/Fuel Additive Registn

1A1003 Regional Air Polutn Study

1A1004 Economic Criteria

1A1005 Comm Hlth Eff Srvl Studies

1A1006 Ecolgcl Impact of Air Polutn

1A1007 Biomedcl Research

1A1008 Formation/Decay of Polutnts

Research and Development - continued

1A1009 Meteorological Research

1A1010 Instrumn/Anal Mehds Dvlpmt

*Air Stationary Source Control Technology - ORM

1A2012 Particulate Cntrl

1A2013 SO(X) Control

1A2014 NO(X) Cntrl

1A2015 Cntrl Tech-Othr Polutnts

*Air Mobile Source Control Tehcnology - OAWP

1A2017 Adv Vehicular Propulsion Systems

1A2018 Mobl Srce Emssn Cntrl Optimization

Water Quality

*Water Quality Pollution Processes and Effects - ORM

1B1019 Wtr Qual Health Eff Rsrch

1B1020 Agricltl Uses

1B1021 Fr Fish/Fr Life/Wldlife

1B1022 Marine Fish/Life/Wildlife

1B1023 Fate of Polutnts-Frsh Surf Wtrs

1B1024 Fate of Polutnts-Ground Waters

1B1025 Fate of Polutnts-Marine Waters

1B1026 Fate of Polutnts-Large Lakes

1B1027 Mthds Dvlpmt for Ident of Polutnts

1B1028 G L Initiative - Rsrch

1B1029 National Eutrophication Study

1B1030 Water Qual Implem Rsrch

1B1031 Eutrophication & Lake Restoration

1B1032 Thermal Polutn Research

*Water Municipal Control Technology - ORM

1B2033 Municipal Sewered Discharges

1B2034 Comb Sewr Overflows & Storm Wtr Disc

1B2035 Non-Sewered Domestic Wastes

1B2043 Treat Proc Dvlpmt & Optimization

1B2044 Cold Climate Waste Treatment

1B2045 Water Qual Cntrl

*Water Industrial Control Technology - ORM

1B2036 Heavy Industrial Sources

1B2037 Food, Paper, & Othr Indus Sources

*Water Nonpoint Control Technology - ORM

1B2038 Transportation Sources

1B2039 Agricultural Sources

1B2040 Mining Sources

1B2041 Oil & Hazard Mtls Spills

1B2042 Hyrologic Modification

Water Supply

*Water Supply Pollution Processes and Effects - ORM

1C1046 Wtr Supply Hlth Effs Rsrch

*Water Supply Pollution Control Technology - ORM

1C2047 Water Supply Control Techn

Solid Wastes

*Solid Wastes Pollution Processes and Effects - ORM

1D1312 Behavioral Research

1D1313 Environmental Effects Research

1D1315 Economic Benefit Analysis

*Solid Wastes Pollution Control Technology Research - ORM

1D2063 Collection & Processing Technology/SW

1D2064 Disposal Technology/SW

1D2311 Hazardous Solid Waste

1D2314 Resource Recovery Technology

*Solid Wastes Pollution Control Technology Demonstrations - OCP

1D2058 Resource Recovery Demonstrations

1D2310 Systems Demonstrations/Upgrade SW Mgmt

Pesticides

*Pesticides Pollution Processes and Effects - ORM

1E1077 Pest Ecolgcl Eff Rsrch

1E1078 Pesticides Health Effects Research

1E1079 Pesticides Identification Methodology

1E2080 Alternative Mthds of Pest Control

Radiation

*Radiation Pollution Processes and Effects - ORM

1F1081 Radiation Epidemiological Research

1F1082 Radiation Health Effects Research

1F1083 Radiation Pathways Research

1F1084 Radiation Methods & Measurements

Noise

*Noise Pollution Processes and Effects - ORM

1G1085 Noise Effects

1G2090 Noise Pollution Control Technology

Interdisciplinary

*Interdisciplinary Pollution Processes and Effects - ORM

1H1091 Standards Research

1H1092 Natl Center for Toxiclgcl Rsrch

1H1093 Systems Evaluation

1H1094 Economics Research

1H1095 Ecological Impact

1H1096 Ecosystem Research

1H1097 Environmental Management Research

1H1098 Environmental Forecasting

1H1099 Toxic Subs Hlth Effs Rsrch

1H1100 Toxic Subs Ecolgcl Effects Rsrch

1H1323 Minority Institutions Research

1H1325 Monitoring Planning & Review

1H1326 Advanced Monitoring Techniques

1H1327 Monitoring Quality Assurance

*Interdisciplinary Pollution Control Technology - ORM

1H2101 Technology Transfer

Program Management and Support

*Program Management - ORM

1R1102 Regional R&M Representatives

1R1103 Program Mgmt-Rsrch & Monitrg

*Program Support - ORM

1R2105 Program Support-Rsrch & Monitrg

Agency and Regional Management

Agency Management and Support

*Agency Management - Administrator's Office & Other - OPM

5S1218 Admin & Dep Admin

5S1219 Administrator's Representation Fund

5S1220 Legislation

5S1383 Intergovernmental Affairs (formerly 2H4173)

5S1221 Public Affairs

5S1222 International Affairs

5S1223 Civil Rights and Urban Affairs

5S1224 Federal Activities

5S1353 Professional Training

*Agency Management - P&M - OPM

5S1207 Planning and Management

5S1208 Audit

5S1209 Administration

5S1210 Resources Management

5S1211 Planning & Evaluation

5S1334 Education and Manpower Planning

*Agency Support - OPM

5S2212 Agency Support

5S2377 Repairs and Improvements (Facilities)

Regional Management and Support

*Regional Management - OPM

5T1214 Regional Management

*Regional Support - OPM

5T2215 Regional Support

Construction Grants

Water Quality

*Munic Waste Treat Construction Grants

AB1164 Construction Grants

AB1364 C.G. Contract Authority

APPENDIX E

ALLOWANCE HOLDERS AND RESPONSIBLE PLANNING AND IMPLEMENTATION OFFICERS

RPIO's are indicated by an asterisk in this table. A code number indicates Allowance Holder status. Non-Regional RPIO's are grouped with their subordinate Allowance Holders.

	RPIO/Allowance Holder		A/H Code
*	RA	Region 1 Boston	01
*	RA	Region 2 New York	02
*	RA	Region 3 Philadelphia	03
*	RA	Region 4 Atlanta	04
*	RA	Region 5 Chicago	05
*	RA	Region 6 Dallas	06
*	RA	Region 7 Kansas City	07
*	RA	Region 8 Denver	08
*	RA	Region 9 San Francisco	09
*	RA	Region 10 Seattle	10
*	Deputy Administrator		
	Spec Assist Exec Comm O/A		11
	Dir - Legislation		12
	Dir - International Affairs		13
	Dir - Civil Rights & Urban Affrs		14
	Dir - Public Affairs		15
	Dir - Federal Activities		36
*	AA - Planning & Mgmt		16
	DAA - Administration		17
	DAA - Resources Management		18
	DAA - Planning & Evaluation		34
	Dir - Audit Office		35
	Dir - Education and Manpower Planning		19

	RPIO/Allowance Holder	A/H Code
*	AA - Research & Monitoring	26
	Dir - NERC - Durham	42
	Dir - NERC - Las Vegas	47
	Dir - NERC - Cinn	61
	Dir - NERC - Corvallis	62
*	AA - Enforcement & General Coun.	22
	DAA- Water Enforcement	23
	DAA - General Enforcement	24
	Dir - Refuse Act Program	25
	Dir - NFIC - Denver	50
	Dir - NFIC - Cinn	52
*	AA - Air & Water Programs	27
	DAA - Water Planning & Stds	28
	DAA - Water Programs Operations	29
	Dir - Sta Source Polutn-Durham	53
	Dir - Mobl Source Polutn-Ann Arbor	56
*	AA - Categorical Programs	30
	DAA - Noise Control Programs	21
	DAA - Solid Wastes Program	31
	DAA - Pesticides Program	32
	DAA - Radiation Program	33

APPENDIX F

NEW APPROPRIATION AUTHORIZATION CODES

Code	Law Sections Having Specific Appropriation Authorizations	Authorizing Section
B	** Federal Water Pollution Control Act	
BA	104 Other Than (g),(1),(g)(2),(p),(r),(t)	104(u)(1)
BB	104 (g) (1)	104(u)(2)
BC	104 (g) (2)	104(u)(3)
BD	104 (p)	104(u)(4)
BE	104 (r)	104(u)(5)
BF	104 (t)	104(u)(6)
BG	105	105(h)
BH	106	106(a)
BJ	107	107(e)
BK	108 (a) and 108 (b)	108(c)
BL	108 (d)	108(e)
BM	109, 110, 111, and 112	112(c)
BN	113	113(d)
BP	114	114(d)
BQ	115	115
BR	206 (a)	206(e)
BS	206 (b)	206(e)
BT	109 Training Facilities	207
BU	201 Collection Sewer Surveys	207
BV	Construction Grants	207

Codes	Law Sections Having Specific Appropriation Authorizations	Authorizing Section
BW	208 (f)	208(f)(3)
BX	208 (h)	208(h)(2)
BY	209	209(c)
BZ	304 (j)	304(j)(3)
BO	311 (c), (d), (i), and (l)	311(k)
B1	314	314(c)(2)
B2	315	315(g)
B3	317	317(b)
B4	Act excluding 104,105,106(a), 107,108, 112,113,114,115,206(a) and (b), 207,208(f) and (h), 209,304(j),311(c),(d),(i),(l) and (k), 314,315,317.	517
B5	5(n) minus salaries and related expenses	3(a)
B6	8 (Grants)	3(b)
B7	4(c) Disaster Loan Fund	8(a)
B8	10	10
B9	12(f)	12(f)
C	** Marine Protection, Research, and Sanctuaries Act of 1972	
CA	Title I	111
CB	Title II	204
CC	Title III	304
L	** Noise Control Act of 1972	
LA	15	15(g)
LB	Act excluding 15	19

APPENDIX G
NEW APPROPRIATION AUTHORIZATIONS
FOR WATER AND NOISE ELEMENTS

Program Element	New Appropriation Authorization
Water:	
1B1019	BA
1B1020	BA
1B1021	BA
1B1022	BA
1B1023	BA
1B1024	BA
1B1025	BA
1B1026	BA
1B1027	BA
1B1028	BA
1B1029	BA
1B1030	BA
1B1031	BA
1B1032	BA
1B2033	BA,BG
1B2034	BA,BG
1B2035	BA

Program Element	New Appropriation Authorization
Water:	
1B2036	BA,BG
1B2037	BA,BG
1B2038	BA
1B2039	BA,BG
1B2040	BA,BG,BJ
1B2041	BA
1B2042	BA,BG
1B2043	BA,BG
1B2044	BA
1B2045	BA
1B2352	BK
2B1115	B4
2B1143	B4
2B1144	B4,BO
2B1145	CA
2B2146	BA
2B2147	BA
2B2148	BA
2B3149	B4,BY
2B3150	B4
2B3151	BY
2B3152	BK
2B3384	BW
2B4153	BH

Program Element	New Appropriation Authorization
Water:	
2B4387	BH
2B5154	BA
2B5155	BA,BK,BL
2B5156	B4
2B5157	B4
2B5229	B1
2B6116	B4
2B6117	B4
2B7158	BA,BM
2B7159	BM,BA
2B7160	BA
2B7161	BC
2B8162	B4
2B8163	B4
2B8316	B4
2B8381	B4
3B1123	B4
3B2124	B4
Noise:	
1G1085	LB
1G2090	LB
2G1378	LB
2G5379	LB
2G6200	LA,LB (for FY 74, only LB)
3G1380	LB

APPENDIX H

Budget Subactivity Crosswalk

This table provides a crosswalk from the FY 1973 budget subactivities to the FY 1974 budget subactivities. Appropriations and budget activities (programs) have not changed.

FY 1974	FY 1973
Abatement and Control	
Air	
Control Agency Support (Grant, Contract, State Assignee Funds only)	Control Agency Support (Grant, Contract, State Assignee Funds only)
Ambient Trend Monitoring	Monitoring & Surveillance (Air Qual)
Academic Training (Grants only)	Manpower Planning & Training (Acad - Grants)
Mobile Source	Stds; Guidelines & Regs (Mobile)
	Monitoring & Surveillance (Mobile)
Technical Assistance	Technical Info and Assistance
	Federal Activities
	Manpower Planning & Tr (Excludes Acad Tr Grants)
	Control Agency Support (other than Grant, Contract, State Assignee Funds)

FY 1974	FY 1973
Stationary Source Standards & Guidelines	Stds, Guidelines & Regs (Stationary)
Water Quality	
Control Agency Support (Grants & Contracts only)	Control Agency Support (Grants & Contracts)
Ambient Trend Monitoring	Monitoring & Surveillance
Academic Traing (Grants only)	Manpower Planning & Training (Acad Tr Grants)
Planning Grants (Sec 208)	Water Quality Planning (Contract Auth)
Technical Assistance	Water Quality Planning (Excludes Contract Auth)
	Technical Info & Assistance
	Control Agency Support (Excluding Grants & Contracts)
	Federal Activities
	Manpower Planning & Tr (Excludes Acd Tr Grants) (A&C/Interdisciplinary/Stds, Guidelines & Regs)
	Stds, Guidelines & Regs (Licenses & Stds)
Municipal Source Control	Const Grants Admin
Industrial Source Control	Tech Info & Assistance (Indus)
Nonpoint Source Control	Stds, Guidelines & Regs
	Technical Info & Assistance
Water Supply	
Technical Assistance	Technical Info & Assistance

FY 1974	FY 1973
Solid Wastes	
Planning (Grants only)	SW Planning (Grants)
Academic Training (Grants only)	Manpower Planning & Tr (Acad Tr)
Technical Assistance	SW Planning (Grants Admin)
	Technical Info & Assistance
	Federal Activities
	Manpower Plng & Tr (Non Acad)
	Stds, Guidelines & Regs
	Monitoring & Surveillance
Pesticides	
Registrations & Tolerances	Stds, Guidelines & Regs
Monitoring	Monitoring & Surveillance
Technical Assistance	Technical Info & Assistance
	Monitoring & Surveillance (Acc Invest)
Radiation	
Academic Training (Grants only)	Manpower Planning & Training (Acad)
Monitoring	Monitoring & Surveillance
Standards and Guidelines	Stds, Guidelines & Regs

FY 1974	FY 1973
Technical Assistance	Technical Info & Assistance
	Federal Activities
	Manpower Planning & Tr (Non Acad)
Noise	
Standards and Guidelines	Stds, Guidelines & Regs
Technical Assistance	Technical Info & Assistance
	Federal Activities
***Interdisciplinary**	
(Not crosswalked here. See A&C/Water Qual/Tech Asst)	Stds, Guidelines & Regs
(Not crosswalked here. See A&R Mgt/Agency Mgt)	Control Agency Support
*Technical Assistance	Technical Info & Assistance

* Interdisciplinary Abatement and Control is not at present being used for planning purposes. However, it will continue to be used for reporting purposes for 2H5360-EPA Disaster Assistance.

Program Management and Support	
Program Management	Program Management
Program Support	Program Support

FY 1974	FY 1973
Enforcement	
Air	
Air Enforcement	Stationary Source Enforcement
	Mobile Source Enforcement
Water Quality	
Water Qual Enforcement	Water Qual Enforcement
Water Qual Permit Program	Water Qual Refuse Act Permits
Pesticides	
Pesticides Enforcement	Pesticides Enforcement
Noise	
Noise Enforcement	Noise Enforcement
Program Management and Support	
Program Management	Program Management
Program Support	Program Support
Research and Development	
Air	
Processes & Effects	Processes & Effects
Control Technology	Control Technology

	FY 1974	FY 1973
Water Quality		
	Processes & Effects	Processes & Effects
	Control Technology	Control Technology
Water Supply		
	Processes & Effects	Processes & Effects
	Control Technology	Control Technology
Solid Wastes		
	Processes & Effects	Processes & Effects
	Control Technology	Control Technology
Pesticides		
	Processes & Effects	Processes & Effects
		Control Technology
Radiation		
	Processes and Effects	Processes & Effects
Noise		
	Processes & Effects	Processes & Effects
		Control Technology

FY 1974	FY 1973
Interdisciplinary	
Processes and Effects	Processes and Effects
Control Technology	Control Technolgoy
Program Management and Support	
Program Management	Program Management
Program Support	Program Support
Agency and Regional Management	
Agency Management and Support	
Agency Management	Agency Management (A&C/Interdisciplinary/Control Agency Support)
Agency Support	Agency Support
Regional Management and Support	
Regional Management	Regional Management
Regional Support	Regional Support
Construction Grants	
Water Quality	
Munic Waste Treat Const Grants (Includes Contract Authority)	Munic Waste Treat Const Grants (Includes Contract Authority)

Other appropriations as before, viz., Facilities (not to be used this year; 5S2377 to be used instead by Allowance Holder 17 only), Scientific Activities Overseas, Advances and Reimbursements, Revolving Fund, Allocation Accounts. These may be found in the Program Planning and Resources Management System Manual-Volume II, Table B-1.